

Building Equity and Economic Participation (BEEP) Project Guyana

Assistance to develop a communications strategy for the Ministry of Trade, Tourism, and Industry (MTTI) and its divisions and agencies, with special focus on assistance to the Consumer Affairs/Guyana National Bureau of Standards (GNBS) public outreach campaign

END-OF-CONSULTANCY REPORT

*USAID/Guyana Building Equity and Economic Participation Project (BEEP)
Project (contract #504-0107-C-00-6201-00)*

SPONSORING AGENCY:

United States Agency for International Development (USAID)

Executing Agency:

IGI Inc.

**Carlton A. W. James
Communications Consultant
Georgetown, Guyana
11 October 1997**

This Report was prepared by
Mr Carlton A. James
for the BEEP Project under contract # *504-0107-C-00-6201-00*
in his contractual capacity of Communications Consultant.

The period of the Consultancy was 12 June - 11 July 1997

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I. ACRONYMS AND ABBREVIATIONS

Ag.	acting
BEEP	Building Equity and Economic Participation
CAD	Consumer Affairs Division of the Ministry of Trade, T&I
CARICOM	Caribbean Community and Common Market
CC	Communications Committee, MTTI
DPS	Deputy Permanent Secretary
GCA	Guyana Consumers' Association
GMA	Guyana Manufacturers Association
ICU	Information and Communication Unit of the MTT
IGI	IGI International Inc.
LRJ	legal/regulatory/judicial
MoE	Ministry of Education
MoF	Ministry of Finance
NGO(s)	Non-governmental Organisation(s)
PAS	Principal Assistant Secretary
PS	Permanent Secretary
PSA(s)	Public Service Announcement(s)
SoW	SCOPE OF WORK
TAB	Tourism Advisory Board
TAG	Tourism Association of Guyana
TOR	Terms of Reference
WTO	World Tourism Organisation

II. FOREWORD

In September 1996, the Ministry Of Trade, Tourism, and Industry (MTTI), held a Retreat for its staff to plan a Strategy for raising its standards of service and performance. The Retreat, held under the auspices, and as part of the Building Equity and Economic Participation (BEEP) Project identified as a Ministry-wide issue, the need for improved communication within the Ministry, between the Ministry and other government agencies, the general public and the private sector. Immediately following the Retreat, a Ministry-wide Communications Committee was established to assess the problem and develop a strategy to improve communications in all three areas.

It was noted that all of the Ministry's technical divisions and agencies have important communications functions and a need to improve co-ordination with other government agencies with overlapping responsibilities. In response to a MTTI request for the expertise of a communications specialist with local knowledge and expertise to assist in developing effective strategies, the BEEP project engaged Mr. Carlton James as Communications consultant to review activities underway, recommend additional activities and train staff in the development of communication strategies and public surveys.

This document is the Main report of the assignment. Some of the deliverables of the assignment are presented as separate documents, e.g. Document # 3, the overall Communication Strategy and Work Plan, 1997-1998. .

Throughout the document, recommendations, or areas germane to recommendations made, are presented in italics.

II. Spellings are English. For example “programme” instead of “program”, and “centre” rather than “center”.

III. SUMMARY OF MAIN RECOMMENDATIONS

The Communications Consultant recommends that;

- a. *Further specialized training in communications be embarked upon in the third quarter of 1997, while the enthusiasm of staff is high, and before the momentum gained as a result of the one-day workshops, is lost.***
This was listed as a priority by the MTTI and Agencies' staff during the Second Staff Retreat , 4-6 July 1997.
- b. *The MTTI develop a mechanism to monitor and document their handling of every case of a CAD intervention in a case of consumer complaint.***
This is invaluable in the event of the need for the Ministry to defend itself against accusations of inaction. And also as a teaching tool for in-house capacity-building.
- c. *The reports and other products of this assignment be read, discussed, commented on, and the findings verified (or otherwise) by the MTTI in the broad-based, collaborative environment of the monthly review meetings of the Strategic Plan.***
- d. *Areas of broad acceptance be acted upon urgently.***

1. BEEP PROJECT OBJECTIVE

The goal of the Building Equity & Economic Participation (BEEP) project is expanded economic opportunities for the urban and rural poor. Indicators of goal achievement include increased value of non-traditional exports, increased private sector contribution to GDP, increased private sector employment, increased access to consumer credit, and more equitable income distribution. The critical assumptions for goal achievement are: 1) the Government of Guyana will maintain its market-led economic policy framework over time; and 2) a sound and equitable policy and LRJ environment and strengthened support services will combine to improve the business environment for all levels of entrepreneurs.

The purpose of the project is to strengthen the business environment in Guyana in order to bring about economic growth with equity. The business environment is defined as the macroeconomic and fiscal policies, and the legal/regulatory/judicial (LRJ) and institutional framework that govern all public and private sector investment activities. At the end of the project, the following performance targets should be achieved:

The Government of Guyana will have increased capacity to implement economic, financial and other business-related policy and regulatory reforms to produce greater growth with equity.

The private sector will expand participation of urban and rural poor and exhibit broader-based, inclusive, articulate participation in national and sectoral policy and LRJ formulation and implementation processes; and small, micro-, and non-traditional enterprises will have increased access to investment opportunities (e.g. increased skills, increased information, increased access to capital).

2. CONSULTANT'S SCOPE OF WORK (SoW)

Mr. Carlton A. James was identified and engaged as Communications Consultant. In this capacity, Mr. James was required to;

- a. Acquire an understanding of the communication needs and challenges of the divisions and agencies of the Ministry as a whole through interviews with heads of functional areas;
- b. prepare a work plan for the consultancy based on this initial assessment which included technical assistance and training for all participating divisions and agencies;
- c. meet with the Ministry's Communications Committee and assist it in the development of Communications strategies to improve public outreach, public education internal communication and communication / coordination with other government entities;
- d. assist the Communications Committee in the development of ongoing communications policies, procedures and practices for the Ministry
- e. work with the Consumer affairs and GNBS staff to enhance their communications programmes and to improve their capability to conduct public surveys
- f. provide training sessions for designated Ministry staff in the areas of developing communication strategies, message development, use of the media, conducting public surveys, developing print materials and managing communications campaigns.
- g. prepare a written guide for the Ministry containing easy to use instructions for communications activities within the Ministry.

3. PERFORMANCE against SoW

Details of The Consultant's fulfillment of the requirements are provided hereunder by item

a. Acquire an understanding of the communication needs and challenges of the divisions and agencies of the Ministry as a whole through interviews with heads of functional areas;

The Consultant was fortunate to have been introduced to the Director of Consumer Affairs and the Deputy Director, GNBS by the Deputy Chief of Party prior to the start of his assignment. This enabled him to begin interacting without undue formality or hesitancy from the official start of the assignment on 12 June 1997. The Consultant was officially introduced to the Ministry at a meeting convened by the Deputy Chief of Party and chaired jointly by him and the Permanent Secretary (ag.) Mr. Neville Totaram.

Mr. Totaram identified the Director of Consumer Affairs as the focal point in the Ministry for the Consultant's activities and a schedule of meetings was worked out between the Consultant and Heads of Divisions and functional areas. This proved beneficial and the Consultant met with the Permanent Secretary, Mr. Totaram, the Deputy Permanent Secretary, Mr. Ramgolam, Director of the Guyana National Bureau of Standards, Dr. Ramcharan and his deputy, Ms. Sheree Trotman, the Director, of Tourism, Miss Fraser, the Principal Asst. Secretary, Mr. Ganesh, the Deputy Director for Industry, Ms. Morrison, the Director for Consumer Affairs, Mr. Paul Wharton, and his Deputy, Mr. Joseph Cumberbatch. In addition, the Consultant held ad hoc meetings with operational staff and with many other MTTI staff members during the two workshop sessions on 27 June and 9 July respectively.

This combination of official and ad hoc meetings proved invaluable in the diagnostic phase of the assignment. The Director of Consumer Affairs included in his focal-point role responsibility for notification and facilitating meetings with divisions and agencies.

The Consultant participated in the Second Strategic Planning Retreat of the Ministry. 4-6 July 1997; an exercise which proved invaluable in that it provided him with an overview as well as an insight into the direction and constraints facing the MTTI from a Ministry-wide perspective.

b. prepare a work plan for the consultancy based on this initial assessment which included technical assistance and training for all participating divisions and agencies;

The Consultant prepared and submitted a work plan to the BEEP Deputy Chief of Party on 16 June. This was reviewed by the Permanent Secretary and Staff at a meeting chaired jointly by the Deputy Chief of Party and the Permanent Secretary, MTTI., and amendments made based on interventions by the Permanent Secretary and staff of the MTTI. A list of logistics requirements was submitted to the

BEEP project staff who supported and guided the Consultant primarily in relation to planning and logistical arrangements for the two workshops. **Copy of the work plan attached as annex 1**

b.1 : *Technical Assistance*

The Consultant treated with the subject of technical assistance in terms of the ongoing work of the BEEP project (Retreats, Strategic plans etc.), as well as facilitating technical assistance internally through the interaction between technical officers, functional Heads, and front-line staff. This method operationalized through the workshop sessions (***Workshop reports attached as annexes 2 and 3***) which enabled, indeed encouraged sharing and dialogue on communications issues between staff at all levels. Participants' responses to the exit poll reflect their comfort and apparent satisfaction with the method. This approach was favoured in recognition of the fact that there is expertise within the MTTI which merely requires a catalyst to speed up the transfer of knowledge within the Ministry

b.2 : *Training*

The training workshops and informal sessions held during the assignment period, e.g. during breaks at the Second Staff Retreat focused on assisting in the development of Communications strategies to improve public outreach, public education, internal communication and communication / coordination with other government entities, as well as in the development of ongoing communications policies, procedures and practices for the Ministry. This area is elaborated on in the Summary of Recommendations in the Communications Strategy developed by the Communications Consultant.

The Consultant facilitated two 1-day training workshops at the CARA Lodge in Georgetown, on 27 June and 9 July respectively.

Further specialized training is required and has been prioritized by the staff during the Second Staff Retreat , 4-6 July 1997.

c. meet with the Ministry's Communications Committee and assist it in the development of Communications strategies to improve public outreach, public education internal communication and communication / coordination with other government entities;

and...

d. assist the Communications Committee in the development of ongoing communications policies, procedures and practices for the Ministry

The Communications Committee of the MTTI comprises a Chairman and four staff members. Due to operational priorities and commitments in the MTTI however, the Committee, established as a result of a

recommendation of the First Strategic Planning Retreat in September 1996, met infrequently during the ten months between Retreats. Nevertheless the Consultant met with members of the committee individually. The DPS, who chairs the Committee is also the Deputy Chairman of Go-Invest. In this dual capacity, his overview of the Ministry's mandate and team activities is an advantage in the implementation of the Strategic Plan.

The Communications Consultant is of the opinion that the CC concept should be given a fresh start under the Second Strategic plan; reconstituted and revitalised to include representatives of internal stakeholder agencies. This would increase the membership to six as follows:

Chairman	1
MTTI Headquarters	2
GNBS	1
GEPC	1
GO-INVEST	1

The Communications Committee would meet once per month to review progress in implementation, and feedback; but would communicate regularly as required by telephone, telefax and e-mail..

e. *work with the Consumer affairs and GNBS staff to enhance their communications programmes and to improve their capability to conduct public surveys*

and...

f. *provide training sessions for designated Ministry staff in the areas of developing communication strategies, message development, use of the media, conducting public surveys, developing print materials and managing communications campaigns.*

Workshop # 2 treated with public surveys as an element of Communication Strategies: Research, Refinement, and Responsiveness. See workshop report, annex # 3. In view of the complex nature of the subject area, **the Communications Consultant recommends that further training be designed and implemented as part of the capacity-building approach of the MTTI/BEEP Strategic Plan(s) 1996-1997 and 1997-1998**, and endorsed by the Minister of Trade, Tourism, and Industry in his short address to the MTTI staff on 6 July 1997.

Training is dealt with in more detail in the Communications Strategy and Work Plan

g. prepare a written guide for the Ministry containing easy to use instructions for communications activities within the Ministry.

Available as a separate document; document # 4 , COMMUNICATIONS GUIDE for Staff of the MINISTRY OF TRADE, TOURISM, AND INDUSTRY and its agencies

4. DELIVERABLES

The Communications Consultant was allocated a level of effort of 25 working days of eight hours each, and was required to deliver the following;

4.1 Needs assessment and work plan

The Consultant prepared and submitted a work plan to the BEEP Deputy Chief of Party on 16 June. This was reviewed by the Permanent Secretary and Staff at a meeting chaired jointly by the Deputy Chief of Party and the Permanent Secretary, MTTI, and amendments were made based on interventions by the Permanent Secretary and staff of the MTTI. A list of logistics requirements was submitted to the BEEP project staff who supported and guided the Consultant primarily in relation to planning and logistical arrangements for the two workshops.

4.2 Proposed Training Design

The Consultant's design for the training workshops emerged as a combination of his own framework and the verbal assessments by MTTI staff, of earlier training activities in which they were involved. Their comments on style and impact included assessments of the work of the BEEP Strategic Planner with which they were satisfied and in agreement, as well as another training exercise run by international experts with which they were less than satisfied perceiving it as an experience-sharing exercise which did not adequately relate to addressing situations being faced by the MTTI or the Guyana Civil Service management in general.

Against this background the training workshops were designed as;

- Official, yet informal
- a combination of plenary sessions and working groups
- a participatory exercise based on situations currently facing the MTTI
- emphasizing planning, communications research , the importance of surveys and feedback, and working with scenarios containing elements common to Guyana society, e.g. issues of Public Service-bashing by mass media, race, religion and multi-cultural environments.

- facilitated also through use of audio-visual media: flip-charts, overhead projectors, and professional audio tape recorders etc.

4.3 Training Programme

The interactive nature of the assignment provided the opportunity for training in non-formal as well as formal settings (workshops). Examples of this were;

- A request from the Director, GNBS and his staff, for the consultant to meet with the three-person team from the Bureau responsible for Public awareness and communication support for the metrication drive. The consultant met for two and a half hours on Monday 14 July (2.00-4.30 p.m.) with the team of young professionals and advised on courses of actions approaches, potential pitfalls etc.

The most significant outcome of that session was their agreement, in principle, with the recommendation that in the case of their interaction with market vendors on metrication, they select three rather than public markets nation-wide as per their exhaustive list, and concentrate on those three for six months with discussion forums (sometimes by night when the audience is captive and diverse); audio-visual aids, and repeat visits utilizing where appropriate, vendors as facilitators.

- The Consultant being invited to join a discussion where the Director CAD and one of his officers interviewed an aggrieved consumer; a passenger on a regional airline which had lost his luggage and treated him “shabbily”, in his opinion in that months later, he had received “a mere” 13,000 Guyana dollars and a constant run-around from the airline staff who had by then resorted to telling him that he needed to contact their Barbados Office for details (*it was implied, “ at his own expense”*) as the investigation was being handled in Barbados.

This 90-minute meeting during which the Director, CAD spoke with the airline staff twice to the apparent temporary satisfaction of the customer;

1. Provided an insight into the type of problem handled *without fanfare* by the MTTI staff,
2. Highlighted the lack of any mechanism for the public to know that these matters are handled often, professionally, and promptly, by civil servants, who as per regulations, traditionally, have not been permitted to publicize their work, defend themselves or their Ministries in the face of public criticism. Neither is there any mechanism in the performance appraisal systems to capture this type of activity. **The MTTI needs to develop a mechanism to monitor and document their handling of every case of a CAD intervention in a case of consumer complaint.**

3. Afforded the Communications Consultant the opportunity after the meeting to comment on the meeting, the problem, and potential pitfalls of the aggrieved consumer leaving the Ministry satisfied, e.g. the possibility of his going to the most readily disposed television station and going on-air to vilify the airline and to present a scenario of the MTTI officers (names provided) agreed with him that he was mistreated, and possibly, claim that the MTTI accused this particular airline (an MTTI stakeholder and constituent) of being a “regular Culprit” in meting out this type of treatment to passengers.

In the Consultant’s view these examples, though impromptu, were a vital and useful aspect of the training programme.

SEE separate volume, Annexes 2 and 3, on workshops for an overview of these planned sessions.

4.4 Strategies /Plans for international, inter-governmental and public Communications

See Document # 3 as below:

END-OF-CONSULTANCY REPORT

Document # 3

draft

COMMUNICATIONS STRATEGY

1997-1998

and WORK PLAN

4.5 A Communications Handbook for the MTTI and its agencies

The Communications Consultant has produced this also as a separate volume, Deliverable # 5 as below:

COMMUNICATIONS GUIDE

for Staff of the

MINISTRY OF TRADE, TOURISM, AND INDUSTRY

and its agencies

4.6 End of Consultancy Report on activities conducted, outcomes, lessons learned, and recommendations

The document you are reading is the End-of-Consultancy Report, Document # 1

5. LESSONS LEARNED

This sub-head which appears as part of every well-conceived project covers an area which can be judged over the medium- to long-term only. There are some early prerequisites to this exercise becoming a learning experience. These include;

- **The reports and other products of the consultancy being read, discussed, commented on, and the findings verified or otherwise by the MTTI in the broad-based collaborative environment of the monthly review meetings of the Strategic Plan.**
- **Areas of broad acceptance being acted upon and the resulting recommendations implemented.**

For the author, the enthusiasm of the Staff of the MTTI in training sessions was rewarding. The participation of Directors of Agencies and Divisions in discussions sessions with their staff at all levels made the training activities much more meaningful and more useful. Indeed it augurs well for the service role expected of the MTTI and agencies.

The most striking lesson for the Consultant was that the exercise in Communication Planning during workshop # 2 was well done by all groups and even better presented in plenary session; a clear indication that with some more in-depth training, the MTTI would have developed an in-house capacity for strategic planning in communication.

6. PREREQUISITES AND ASSUMPTIONS.

The recommendations made in this report are made on the assumptions that;

- **there have been no significant changes in the spirit of the Strategic Plans of the MTTI for**

1996-1997 and 1997-1998;

- that the existing political will and support at the political and policy-making level of The Hon. Minister of Trade Tourism and Industry for the implementation of the Plan remains a given element of the Plan;
- that the Minister and Technical and Managerial Directorates of the Ministry remain committed to building and utilising an in-house capacity in the area of communication with its various internal, nitre-Ministry, and external constituents and stakeholders over the period of the Strategic Plan and perhaps into the new millennium.

7. CONCLUSION.

This has been a most stimulating and informative assignment for the Communications Consultant, whose work experienced constraints, but no impediments nor frustrations. The portents for the success of the MTTI in building and utilising a communications capacity in-house, including its agencies, are good. As in all other areas of endeavour, competence will come with practice, exposure, and support when the inevitable error in judgement or misreading of a situation occurs.

8. ACKNOWLEDGEMENTS

The author acknowledges with gratitude:

- The support and guidance of the Minister, Permanent Secretary, Deputy Permanent Secretary, Directors of divisions and agencies and staff at all levels in the MTTI who made the time to meet, and share with him their knowledge and insight.
- The co-ordinating role of the Director of the Consumer Affairs Division, focal point

for the assignment and general facilitator

- The support of the Director, GNBS, in the form of his involving a wide cross-section of his technical and administrative staff in the assignment as well as his providing the audio-visual equipment (overhead projector and screen) for the workshops.
- The pre-assignment briefing provided by The BEEP Consultant on Organisational Communication with whom he interacted at the start of this assignment and who shared with him some of the experience, responses and flavour of her portion of the assignment
- The orientation provided him by the Director and BEEP Project Co-ordinator of the USAID Guyana Office at the Entry Meeting organised by the BEEP Deputy Chief of connected with the two workshops

9. ANNEXES

9.1 Annex 1: Work Plan

Building Equity and Economic Participation (BEEP) Project Guyana

Assistance to develop a communications strategy for the Ministry of Trade, Tourism, and Industry (MTTI) and its divisions and agencies, with special focus on assistance to the Consumer Affairs/Guyana National Bureau of Standards (GNBS) public outreach campaign

**Communications Consultant
Carlton A. James**

**WORKPLAN
June-July 1997**

<u>DATE</u>	<u>ACTIVITY</u>	Comment
12-13	Overlap Sessions with Joyce Sinclair	
14 June	Preparation of interview material for diagnostic phase with Heads of Functional Areas	
16 June	Beginning of diagnostic Phase: Interviews: Needs assessment	
17/18 June	Refining and delivery of work-plan. Meeting with USAID facilitated by Deputy Chief Of Party	
19-20 June	Meetings with the Ministry's Communication Committee on ongoing communications activities	
20 June	Meeting with Minister of Trade, Tourism, and Industry facilitated and attended by Deputy Chief of	

	Party; design of Training Module
21 June	Design of Training Module cont'd
23-25 June	Review of on-going communication activities and policies of the Ministry
	Distribution of workshop preparatory material within Ministry
	Meetings with GNBS, refinement of workshop materials. Review of MTTI Strategic Plan
26 June	Review of MTTI Strategic Plan. Pre-workshop Briefing of BEEP Staff; Liaison with CARA Lodge Training Workshop
27 June	Workshop: <i>Communication: Advocacy and Outreach in a Public Service Environment</i>
28 June	Review of workshop: collating of data and responses. Notes for workshop report
30 June	Preparation of Communication Strategy
1-3 July	Preparation of Communication Strategy
4-5 July	Attendance at Staff Retreat: Preparation of Communication Strategy
8 July	Preparation for Workshop
9 July	Training Workshop <i>Communications Strategies: Research, Refinement, and Responsiveness</i>
10 July	Report-writing
11 July	Delivery of Strategy Document and Handbook: Debriefing

mtti/cara workshops # 1

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END-OF-CONSULTANCY REPORT

Annexes 2 &3

REPORTS ON COMMUNICATION WORKSHOPS

Workshops # 1 & 2

***USAID/Guyana Building Equity and Economic Participation Project (BEEP)
Project (contract #504-0107-C-00-6201-00).:***

SPONSORING AGENCY:

United States Agency for International Development (USAID)

Executing Agency:

IGI Inc.

**Carlton A. W. James
Communications Consultant
Georgetown, Guyana
11 October 1997**

This report on the Communication Workshops was prepared by
Mr Carlton A. James
for the BEEP Project under contract # *504-0107-C-00-6201-00*
in his contractual capacity of Communications Consultant
and workshop facilitator

The period of the Consultancy was 12 June - 11 July 1997

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 - 3.2. OUTLINE OF GROUP EXERCISE**
 - 3.3. FEEDBACK**
- 4, WORKSHOP # 2**
 - 4.1. PARTICIPATION**
 - 4.2. OUTLINE OF GROUP EXERCISE**
 - 4.3. FEEDBACK**
- 5. RECOMMENDATIONS**

1. INTRODUCTION

The First Strategic Planning Retreat of the MTTI in September 1996, identified as a major Ministry-wide issue the need for improved communication within the Ministry, between the Ministry and other government agencies, and with the general public and private sector. Immediately following the retreat, a Ministry-wide Committee was established to assess the problem and develop a strategy to improve communications in all three areas. In addition, it was noted that all of the Ministry's technical divisions and agencies have important communications functions and a need to improve coordination with other government agencies with overlapping responsibilities.

Public education is a major objective for the Consumer Affairs Division. Implementation of a broad-based communications/public education campaign was identified as a lead strategy at the Retreat.

In response to an MTTI request for the expertise of a communications specialist with local knowledge and expertise to assist in developing effective strategies, the BEEP project engaged Mr. Carlton James as Communications consultant to review activities underway, recommend additional activities and train staff in the development of communication strategies and public surveys.

This report gives an overview of the workshops and feedback received against the requirement that the Communications Consultant;

- provide training sessions for designated Ministry staff in the areas of developing communication strategies, message development, use of the media, conducting public surveys, developing print materials and managing communications campaigns

1. METHODOLOGY

a. The training workshops were designed as;

- Official, yet informal
- a combination of plenary sessions and working groups
- a participatory exercise based on situations currently facing the MTTI

- emphasizing planning, communications research , the importance of surveys and feedback, and working with scenarios containing elements common to Guyana society, e.g. issues of Public Service-bashing by mass media, race, religion and multi-cultural environments.
- facilitated also through use of audio-visual media: flip-charts, overhead projectors, and professional audio tape recorders

2. Architecture of the Workshops

Theme: *Communication: Advocacy and Outreach in a Public Service Environment*

Goal: To create awareness of Advocacy and Outreach as elements of Communication

To prepare participants to think of and recognise the elements of, and opportunities for, communications in their jobs at the MTTI

Objectives:

During the course of the workshops, participants:

1. Viewed communications as a conscious activity; integral to the planning as well as the implementation process, and reviewed the steps in a communication framework
2. Identified their major constituencies, needs and environment vis a vis the work of the MTTI, including potential for destructive media coverage of the work of MTTI
3. Identified constraints to their functioning as agents of communication consciousness in the implementation of the Strategic Plan of the MTTI

3. WORKSHOP # 1

Training Workshop # 1

Communication: Advocacy and Outreach in a Public Service Environment
27 June 1997

Times: Session 1: Friday 27 June 9.00 a.m.-12.00p.m.
Session 2: Friday 27 June 1.00 p.m.-4-30 p.m.

3.1 PARTICIPATION

Number of Participants: 16

<u>Name</u>	<u>Designation</u>	<u>Organization</u>
Mr. P Wharton	Consumer Affairs Division	MTTI
Mr. J. Cumberbatch	Consumer Affairs Division	MTTI
Ms. M Tinnis	Consumer Affairs Division	MTTI
Mr. R. Ganesh	Principal Asst. Secretary	MTTI
Mr. S. Daniels	Senior Personnel Officer	MTTI
Ms. A. Emmanuel	Tourism Officer	MTTI
Ms. M. Paul	Tourism Officer	MTTI
Mr. W. Hamilton	Foreign Trade Officer	MTTI
Ms. S. David	Industrial Analyst	MTTI
Ms. .J. Hyman	Con. Secretary (ag)	MTTI
Ms. A. Daniels	Licensing Clerk	MTTI
Ms. E. Parag	Reg. Supervisor	MTTI
Dr. C Ramcharran	Director	GNBS
Ms. S. Trotman	Assistant Director	GNBS
Ms. T. Seaforth	Public Relations	GNBS
Ms. S. Singh	Technical Officer	GNBS
Ms. N. Moore	Technical Officer	GNBS
Mr. I. Deochand	Technical Officer	GNBS

Attendance Register with signatures attached as Annex 1

3.2 OUTLINE OF GROUP EXERCISE

As a “group of experts”, the group in plenary session, examined a situation currently being addressed by the MTTI in which an aggrieved consumer brought complaints against three stakeholders simultaneously. The consumer received an apology

and recompense from an airline which lost his luggage; a letter of apology and regret from the City Municipality, but. until today, nine months later, no positive action from another Government Ministry, the third of the Stakeholders.

Approaches recommended to solve this impasse included;

- More interaction between Permanent Secretaries
- Utilization of the inter-Agency Communications Committee of the MTTI.
- A letter of apology from the MTTI, on behalf of the Government of Guyana, in the absence of a reply from the Ministry against which the complaint was lodged.
- Advising the Minister, MTTI on the potential repercussions of failure to resolve the issue, regardless of which Ministry was originally responsible.

3.3 FEEDBACK

3.3.1 Entry Poll

*** Responses to ENTRY POLL
Workshop # 1
Number of Participants : 16**

QUESTION		RESPONDENTS
Q. 1	Why are you here ?	
R. 1	a. I was assigned	15
	b. I heard about the workshop and asked to be involved/invited	1
	c. I don't know	0
Q. 2	Now that you are here, and have seen the theme and topic, does it seem relevant to your job?	
A. 2	Yes	16
	No	0
	Perhaps	0
Q. 3	Now that you are here, and have seen the theme and topic, does it seem relevant to a job you aspire to either with your present employer or elsewhere?	
A. 3	Yes	14
	No	1

	Perhaps	1
Q.4	Are you comfortable with the composition of the group, e.g. people at various levels and ranks in the organization in the same setting?	
A. 4	Yes	12
	No	1
	I suppose it's OK	3
Q. 5	This might be an opportunity for you to raise and discuss some of your anxieties in relation to your ability to communicate in your present setting. Do you agree?	
A.5	Yes	13
	No	3
	You must be crazy!	0
Q. 6	Workshops come and go. Are you willing to give this workshop a chance to make a difference in the people and by extension, the organization?	
A. 6	Yes	12
	No	0
	Okay	3
	I prefer to leave this question alone	1
Q. 7	If the answer to question 6 is "Yes, No, or OK, are you prepared to contribute openly to the sessions?	
A. 7	Yes	8
	No	2
	Perhaps	3
	Okay	3

Completed response sheets available from the BEEP Project office upon request.

3.3.2 EXIT POLL

RESPONSES TO EXIT POLL: WORKSHOP # 1

EXIT POLL

Q. 1	Now that you have participated in the workshop, are you any clearer than you were at the start as to why you were here ?	
A. a.	Yes	16
b.	No	0
c.	Not particularly	0
Q. 2	Were the activities relevant to your job?	
A. 2	Yes	15
	No	0
	Only marginally	0
	no response	1
Q. 3	Is it likely that your exposure to these areas today could be relevant to a job you aspire to either with your present employer or elsewhere?	
A. 3	Yes	13
	No	0
	Perhaps	3
Q. 4	Were you comfortable with the composition of the groups?	
A. 4	Yes	16
	No	0
	If No, what would you have changed?	0
Q. 5	Did the workshop prove to be an opportunity for you to raise and discuss some of your anxieties in relation to your ability to communicate in your present work setting?	
A. 5	Yes	8
	No	0
	Only marginally	7
	No response	1
Q. 6	Did you give this workshop a chance to make a difference in the people and by extension, the organization?	
A. 6	Yes	14

	No	2
	If NO, Why Not?	
Q. 7	Would you attend a follow-up or similar session if you had the opportunity?	
A. 7	Yes	16
	No	0
	If NO, Why not?	

4. WORKSHOP #2

Training Workshop # 2

Communications Strategies: Research, Refinement, and Responsiveness

Times: Session 1: Wednesday 9 July 9.00 a.m.-12.00p.m.
Session 2: Wednesday 9 July 1.00 p.m.-4-30 p.m.

Number of Participants: 23

4.1 PARTICIPATION

Name	Designation	Organization
Ms. Sheree Trotman	Assistant Director	GNBS
Ms. Nicole A Moore	Head, Standards Writing	GNBS
Ms. Tracy Ann Seaforth	Asst. to the PRO/	GNBS
Ms. Maureen Paul	Tourism Dev. Office (Marketing)	MTTI
Mr. Roopnarain Ganesh	Principal Asst. Secretary	MTTI
Ms. June Hyman	Con. Secretary CAD	MTTI
Ms. Abigail Daniels	Licensing Clerk	MTTI
Mr. Balwant Algu	Head, Quality Assurance	GNBS
Mr. Ishwar P. Deochand	Technical Officer	MTTI
Ms. Angela Emmanuel	TDO	MTTI
Ms. Muriel Innis	Research Assistant	MTTI
Ms. Donna Marshall	Research Analyst	MTTI
Mr. Willet Hamilton	Trade Consultant (Ag)	MTTI
Ms. Sharon A. David	Development Analyst	MTTI
Mr. David Olton	Technical Officer	GNBS
Ms. J. Wyles-Harding	Head, General Finance & Admin.	GNBS
Ms. S. Singh	Technical Officer	GNBS
Ms. Rhonda Douglas	Technical Officer	GNBS
Mr. J. Cumberbatch	Consumer Affairs Division	MTTI
Dr. Chatterpaul Ramcharan	Director	GNBS
Mr. Paul Wharton	Director of Consumer Affairs	MTTI
Mr. Clifford Zammet	Consumers Affairs Officer	MTTI

4.2 HIGHLIGHTS OF GROUP EXERCISE

GROUP EXERCISE

BACKGROUND

In response to an initiative to attract investment to Guyana, an INDIAN Company contacts the Guyana Embassy in Washington and indicates its interest in growing ornamentals in an area of Guyana suited to this type of activity.

The Ministry of Trade, Tourism, and Industry and its agencies have been assigned the responsibility of facilitating the investment including arranging residences, schools, vehicle imports etc.

There are expected to be 40 families with 95 school age children. Of these 50 are in high school and within a year of taking their GCE "O" Level exams. 20 others, girls are in are Madararas (Islamic orientation schools) and have never attended co-educational schools.

2 children aged 10, suffer from Down Syndrome. The other 23 are at various levels of primary school and appear to have no unusual requirements

The investment is of the order of 16 Million dollars (US\$ 16,000,000). Some 400 Guyanese will be employed. The main export Market is said to be Miami

The letters of intent were signed on 1 July 1997 between the Guyana Ambassador to the US and the Ambassador of India to the US. However if everything in relation to the communication element is not in place to the satisfaction of both governments before 9 October, the offer will go to Trinidad and Tobago as the Government of India is committed to establishing the industry in Trinidad, Guyana, or Suriname.

This participants are charged with developing a communication programme to;

- attract the Group to Guyana
- Prepare the Guyanese people for the arrival and absorption of 175 Indian Nationals
- Prepare the Indian nationals for entry and integration into Guyana
- Prepare the Framework of a communication strategy to support the programme for the first year of operation.

9 July 1997: 10.00 a.m.

The following information is now in-hand

These families are Moslem and were involved in the melee at Amritsar. Their move to the Caribbean under this project is part of a diplomatic initiative to remove them from the Moslem-Hindu conflict of their own environment. The families are extremely bitter and bear some emotional baggage in relation to the conflict back home.

The Prime Minister of Trinidad and Tobago in a recent visit to India is said to have promised every facility to Indian companies wishing to do business in his country

The Land selected is prime, in the Mahaicony area. Some 60 Hindu families live close by. Upstream of the Mahaicony River is another industry recently established as part of Guyana's new thrust. The Chinese run business neighbouring the site designated for the Indian group is now the largest manufacturer and exporter of pork sausages in the CARICOM region.

Go to Work !.... in Four Groups as arranged

4.3 FEEDBACK

Statistics on responses to Evaluation of Workshop # 2 follows:

Number of Participants/Respondents: 23

1. How would you rate the workshop overall?

a. Not particularly useful.	0
b Useful	3
c. Very useful	20

2. How would you rate the workshop facilitation?

a. Not particularly good.	0
b Good.	9
c. Very good	13

3. Has this experience heightened your interest in communication for development?

- | | |
|-------------------|----|
| a. Not a bit. | 0 |
| b Somewhat. | 4 |
| c. Significantly. | 19 |
4. How good do you believe are your chances of having an opportunity to practice or bring to bear something of what you have been exposed to here when you return to work at the GNBS?
- | | |
|--------------------------|----|
| a Very slight | 4 |
| b Good . | 10 |
| c. There is every chance | 9 |
5. What should be the follow up to this workshop?

Responses ranged from “Follow-up” to “More specific and in-depth training”

5. RECOMMENDATIONS

If the proposed communications and public information programme in the MTTI is to be effective and sustained, **it is recommended that:**

The MTTI, in particular the CAD and the GNBS embark on or request, customised and on-the-job training in Communications fairly soon, if the momentum gained and enthusiasm shown at these two one-day orientation workshops is not to be lost.

Out of this exercise would emerge staff members who show the attitude aptitude, and talent to themselves become trainers in basic communications techniques.

The Minister, Permanent Secretary and Directors of Divisions and Agencies of the MTTI read the reports and comment at a meeting, ideally within a week of receipt. Comments would include discussion on desirability of follow-up, and if agreed, The Minister’s authorisation should be sought for the follow-up under the BEEP Project.

Further specialized training has been prioritized by the staff during the Second Staff Retreat , 4-6 July 1997.

The MTTI should also utilise the evident potential among its staff in the area of communication, to release some staff members to be trained specifically in the production

of a Ministry and agencies newsletter, and the development of a sustainable series of features for radio.

BEEP draft Strateg 1
47pp. 9211w

Building Equity and Economic Participation (BEEP) Project Guyana

Assistance to develop a communications strategy for the Ministry of Trade, Tourism, and Industry (MTTI) and its divisions and agencies, with special focus on assistance to the Consumer Affairs/Guyana National Bureau of Standards (GNBS) public outreach campaign

END-OF-CONSULTANCY REPORT

draft **COMMUNICATIONS STRATEGY and WORK PLAN 1997-1998**

*USAID/Guyana Building Equity and Economic Participation Project (BEEP)
Project (contract #504-0107-C-00-6201-00).:*

SPONSORING AGENCY:
United States Agency for International Development (USAID)
Executing Agency:
IGI Inc.

Carlton A. W. James
Communications Consultant
Georgetown, Guyana
11 October 1997

This ***draft*** Communications Strategy was prepared by
Mr Carlton A. James
for the BEEP Project under contract # ***504-0107-C-00-6201-00***
in his contractual capacity of Communications Consultant.

The period of the Consultancy was 12 June - 11 July 1997

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2. STAKEHOLDERS

- Stakeholder # 1: Staff of The Ministry of Trade, Tourism, and Industry and MTTI agencies viz. Guyana National Bureau of Standards; Guyana Export Promotion Council, and Guyana Office for Investment (Go-Invest)**
- Stakeholder # 2: Other Ministries, and government agencies and Corporations**
- Stakeholder # 3: The Guyanese Public.**
- Stakeholder # 4: National NGOs; The Private Sector and private sector organisations**
- Stakeholder # 5: Regional and International Trade and Development Institutions.**
- Stakeholder # 6: Manufacturers, Importers and Exporters**

Stakeholder # 7: National Mass Media

- 3. COMMUNICATIONS GUIDELINES FOR 1997.**
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I ACRONYMS AND ABBREVIATIONS.

Ag.	acting
BEEP	Building Equity and Economic Participation
CAD	Consumer Affairs Division of the Ministry of Trade, T&I
CARICOM	Caribbean Community and Common Market
CC	Communications Committee, MTTI
CU	Communications Unit Of the GNBS
DPS	Deputy Permanent Secretary
GCA	Guyana Consumers' Association
GMA	Guyana Manufacturers Association
ICU	Information and Communication Unit of the MTT
IGI	IGI International Inc.
LAN	Local Area Network <i>through computers</i>
LRJ	legal/regulatory/judicial
MoE	Ministry of Education
MoF	Ministry of Finance
NGO(s)	Non-governmental Organisation(s)
PAS	Principal Assistant Secretary
PC	Personal Computer
PS	Permanent Secretary
PSA(s)	Public Service Announcement(s)
TAB	Tourism Advisory Board
TAG	Tourism Association of Guyana
TIC	Trade, Industry, and Consumer Affairs
TTI	Trade, Tourism, and Industry
TOR	Terms of Reference
WTO	World Tourism Organisation

II Foreword

In September 1996, the Ministry Of Trade, Tourism, and Industry (MTTI), held a Retreat for its staff to plan a Strategy for raising its standards of service and performance. The Retreat, held as part of the Building Equity and Economic Participation (BEEP) Project, identified as a Ministry-wide issue, the need for improved communication within the Ministry, between the Ministry and other government agencies, the general public and the private sector. Immediately following the Retreat, a Ministry-wide Communications Committee was established to assess the problem and develop a strategy to improve communications in all three areas.

It was noted that all of the Ministry's technical divisions and agencies have important communications functions and a need to improve co-ordination with other government agencies with overlapping responsibilities. In response to a MTTI request for the expertise of a communications specialist with local knowledge and expertise to assist in developing effective strategies, the BEEP project engaged Mr. Carlton James as Communications consultant to review activities underway, recommend additional activities and train staff in the development of communication strategies and public surveys.

This document is designed to address the above-mentioned needs as expressed for a strategy in communication.

Throughout the document, recommendations, or areas germane to recommendations made, are presented in italics.

The Communications Consultant has used English rather than American spelling throughout the document: For example "programme" instead of "program", and "centre" rather than "center". This was done bearing in deference to the spelling used by the beneficiary organisation, the MTTI, and indeed all of Guyana. In addition, the designation "chairman" is used rather than "chairperson" as it refers to a function, and not to the gender of the officer in the Chair.

III. SUMMARY OF RECOMMENDATIONS

It is recommended that:

1. *The Minister review, with a view to approval and adoption, the draft Communication Policy attached as an Annex to this Strategy.*

2. *The Minister approve the establishment of an Information and Communications Unit (ICU).*

The (ICU) would be responsible for the design and implementation of communication strategies and activities within the MTTI, and involving the MTTI and all its agencies and be responsible for also briefing the Minister and other policy-making political officials. The ICU would report to the Permanent Secretary or his designee.

3. *The GNBS upgrade its Communications Unit to three staff members; a Communications Officer, a Public Relations Officer and a Technical Editor.*

4. *One member of this Unit be the GNBS representative on the MTTI Communications Committee and be assigned on a time-percentage basis to the ICU*

5. *Greater emphasis be given to devising and communicating to suburban and rural constituencies, a mechanism for these publics to gain ready access to the services of the Bureau. The GNBS should cater for staff involved in the communication and public information programme effort spending 40-50 % of their time in the field.*

6. *The Communications Committee (CC) be reconstituted and revitalised to comprise six members as follows:*

<i>Chairman</i>	<i>1</i>
<i>MTTI Headquarters</i>	<i>2</i>
<i>GNBS</i>	<i>1</i>
<i>GEPC</i>	<i>1</i>
<i>GO-INVEST</i>	<i>1</i>

The Communications Committee would meet twice per month to review progress implementation, and feedback.

7. *Greater emphasis be given to devising and communicating to suburban and rural constituencies, a mechanism for them to gain ready access to the services of the Bureau. The GNBS should cater for staff involved in the communication/ public information programme spending 40-50 % of their time in the field.*
8. *Improvement in MTTI internal communication systems be accorded top priority and the responsibility for implemented assigned to the ICU.*

The ICU could carry out that function after in-house training of about one-month with periodic monitoring of about 5 days per month for six months afterwards.

IV. EXECUTIVE SUMMARY

The Guyana Ministry of Trade, Tourism, and Industry (MTTI) has developed a strategic plan for 1997-1998. This second consecutive one-year plan, like the first, is a product of the Ministry at all levels including the Minister, the Permanent Secretary and professional, technical and support staff. It addressed priority issues and problems in both technical and administrative areas and identified strategies to deal with each .

This document, is intended to address the requirement of the Plan to develop an overall communications strategy to serve the unique needs of various individuals, groups and organisations, all of whom and which have a stake in ensuring that the MTTI carries out its mission and mandate while gearing for the current environment of service, attitudinal change and globalization in trade and industry.

The strategy deals primarily, but not exclusively with the requirements, mandates and constituencies of the Consumer Affairs Division (CAD) and The Guyana National Bureau of Standards (GNBS).

a. CAD/GNBS Outreach Programme

The Consultant reviewed the CAD/GNBS outreach programme with the Directors of the Division and Bureau and their staff. The public education programmes of the GNBS and the CAD are well conceived and taking into account the fact that the officers underwent no training in Communications, public relations, or mass media production, the effort deserves tremendous praise and amplification . The media effort included radio and television talk-shows, radio and television PSAs and in the case of the GNBS< memorabilia and promotional articles e.g. vehicle bumper stickers, flash cards, brochures and pamphlets.

The amplification and refinement of the planning and execution of the communication activities through the mass media requires specialised and customised on-the-job training.

Some orientation was contained in elements of two communication workshops conducted on 28 June and 9 July 1997 as part of this assignment. However more in-depth training and hands-on practice is required and has been requested of BEEP and included as a requirement in the MTTI Strategic Plan 1997-1998.

This strategy builds upon the work already done by these two divisions and attempts to refine, re-direct, and professionalize the products.

b. GNBS

In addition to the campaign on the electronic media, at the official level, the GNBS Director launched an advocacy campaign with senior administrative and technical Heads of Ministries and Government departments. This, is in the form of a circular outlining the benefits of joining the drive to achieve nation-wide metrication by the end of the millennium., and the early steps they ought to take, e.g. formation of metrication Committees. The GNBS has a young vibrant group of professionals with a flair for public affairs. This augurs well for their advocacy-based mandate in general and for their plan to upgrade their communications and public relations Unit.. In this regard, the Director has indicated his interest in training of the professionals, assistance in the selection process for a Public Relations Officer and early setting-up of the GNBS Communications Unit.

The Consultant recommends the upgrading of the Communications Unit to three staff members to serve its unique and distinct mandate; A Communications Officer, A Public Relations Officer and a Technical Editor. No new recruitment is required, as the Technical Editor would be reassigned from within the GNBS. It is recommended also that one member of this Unit be the GNBS representative on the MTTI Communications Committee and be assigned on a time-percentage basis to the ICU

A review of the GNBS public communication and advocacy activities give rise to the recommendations that greater emphasis ought to be given to devising and communicating to suburban and rural constituencies, a mechanism for them to gain ready access to the services of the Bureau. The GNBS should cater for staff involved in the communication and public information programme effort spending 40-50 % of their time in the field

The Large Conference Room now nearing completion at the GNBS headquarters at Sophia, could serve also as the location of a GNBS learning resources centre, equipped with modern electronic multi-media and teaching aids and resource materials: an ideal meeting and advocacy site for advocacy with stakeholders.

CAD-MTTI.

The Consumer Affairs Division comprises in addition to the Director, a Deputy Director and mature staff with significant experience. Its role of intermediary on behalf of the MTTI between consumer and business either in the private or public sector was evident during the period covered on this assignment.

Evident also was the experience of CAD staff in on consumer relations and conflict resolution. Like the

GNBS, the CAD has prioritised training and is the de facto focal point for training activities at the MTTI headquarters. Its communications needs are manifold and multi-faceted, as it is the first line of contact on issues of consumer concern, consciousness, and protection.

The CAD has requested verbally and as part of its submission to the Second Retreat, specialised training in the order of a level of effort (LOE) of 25 days with shorter sequential follow up of 5-10 days at periods to be specified and discussed. The focal point role of the CAD contributed significantly to the success of the two communications workshops held during the assignment

The Division of Tourism (DoT)

In view of the interdependent, yet independent, parts of the tourism development plant in Guyana, advocacy is recommended as the lead element of a communications strategy for the Division of Tourism.. In this regard, the invitation to stakeholders to participate in the Second Strategic Planning Retreat, 4-6 July 1997, and their participation is a major communications advance in Tourism Development and in Consumer Affairs.

That opportunity for interaction on a free-flow basis between the tourism Association of Guyana, the Tourism Advisory Board, and the DoT, was well timed. The momentum must be maintained through joint design and testing of promotional materials and related initiatives. The DoT is liaising with BEEP on Policy and promotional issues.

Go-Invest

Go-Invest is undergoing some re-structuring which includes a revision of a national investment policy and operating procedures. The opportunity for the Communications Consultant to be given policy guidance or an indication of the Agency's needs in the area of Communication was limited by the focus of the Consultant's Scope of Work, and the absence of the Director (ag.) from Guyana on official business, for most of the a period covered by the assignment.

GEPC

The Communications Consultant held discussions with the Chief Executive Officer (CEO) of the GEPC on communications needs and priorities by telephone on 5 July and in person on 6 July 1997. The CEO, appointed some four weeks ago, identifies communications, including training in development and

production of promotional material, as a major priority for the Agency. However, the GEPC is in the throes of preparing to host an international exposition, GUYEXPO '97, in a few weeks. Until then, the CEO and Staff are unavailable for further discussions on strategic planning in Communication.

INFORMATION AND COMMUNICATIONS UNIT (ICU)

The diverse needs of the MTTI leads to the recommendation that an Information and Communication Unit (ICU) be set up to serve the Ministry and its agencies. The (ICU) would be responsible for the design and implementation of communication strategies and activities involving the MTTI and all its agencies.

It would be responsible also for briefing Ministers and other policy-making officials. The ICU would report to the Permanent Secretary or his designee. The ICU would comprise a Communications Co-ordinator and a Communications Officer, with support, on a time-percentage basis, of staff members of the GNBS, Go-Invest, and GEPC,. The Communications Co-ordinator should be at the professional Level of Deputy Director. Either one of these posts should be filled by a woman, in view of the potentially personal and sensitive nature of some of the internal communications needs of the MTTI.

Notwithstanding the administrative reorganisation which this would require, Ideally these officers should be chosen from the staff currently employed at the MTTI and its Agencies, and already au fait with some of the operational areas. A resource and first-line management base for the ICU would be the Communications Committee.

COMMUNICATIONS COMMITTEE

The Communications Committee of the MTTI comprises a Chairman and four staff members. Due to operational priorities and commitments in the MTTI however, the Committee, established as a result of a recommendation of the First Strategic Planning Retreat in July 1996, met infrequently during the ten months between Retreats. The DPS, who chairs the Committee is also the Deputy Chairman of Go-Invest. In this dual capacity, his overview of the Ministry's mandate and team activities is an advantage in the implementation of the Strategic Plan.

The Communications Consultant is of the opinion that the CC should be reconstituted and revitalised to include representatives of internal stakeholder agencies.

This would increase the membership to six as follows:

Chairman	1
MTTI Headquarters	2
GNBS	1
GEPC	1
GO-INVEST	1

The Communications Committee would meet once per month to review progress in implementation, and feedback, but would communicate regularly by telephone, telefax and e-mail..

1. INTRODUCTION

1.1 Background

The first staff retreat of the MTTI, held in September 1997, identified as a major Ministry-wide issue, the need for improved communication within the Ministry, between the Ministry and other government agencies, and with the general public and private sector. Immediately following the retreat, a Ministry-wide Committee was established to assess the problem and develop a strategy to improve communications in all three areas. In addition, it was noted that all of the Ministry's technical divisions and agencies have important communications functions and a need to improve coordination with other government agencies with overlapping responsibilities. In response to this need, the MTTI sought through the BEEP Project, the services of a communications specialist with local knowledge and experience to assist them in developing effective strategies.

The MTTI has identified Public education as a major capacity-building need for the Consumer Affairs Division and the GNBS. Implementation of a broad-based communications/public education campaign was identified as a lead strategy at the Retreat also. Some work has already been done in the form of a series of radio shows in which public participation is encouraged. The division and agency were identified by BEEP during this assignment as areas of primary need for upgrading of communication skills.

The staff of the MTTI is motivated and energised as a result of a participatory culture widely believed among Ministry staff to be relatively recent (1-3 years). There is among MTTI staff a perception that there could be some significant benefit to the Ministry as a whole if a greater cohesion were to be established between the Policy and Technical Directorates.

Whether this cohesion appeared to be lacking or not, the portents for positive communication as at July 1997 are encouraging. In the view of the Communications Consultant, these are primarily:

- The encouragement and support by the Minister for trade, Tourism, and Industry for the development and drafting by the Ministry staff of a Strategic Plan for the broad-based development of the MTTI which promotes and facilitates significant improvements in

Ministry and Agency services

- The guidance and participation in the Strategic Planning process by the Permanent Secretary (PS), the DPS, Divisional and Agency Heads in tandem with their staff with opportunity for an encouragement of dialogue at all levels
- The endorsement and call by the Minister for Trade, Tourism, and Industry for the re-instituting and adhering to the schedule of monthly meetings to monitor and analyse progress on the implementation of the Strategic Plan
- The awareness within the MTTI of the need to forge alliances and encourage partnerships as a means to fulfilling its mandate adequately.
- The fact that the CAD and The GNBS collaborate routinely on communications initiatives and activities, and have both conducted Mass media activities aimed at wider public understanding of and support for their work

1.2 Consultant's Scope of Work

Mr. Carlton A. James was identified and engaged as Communications Consultant. In this capacity, Mr. James, hereinafter referred to as The Communications Consultant, was required to;

- a. acquire an understanding of the communication needs and challenges of the divisions and agencies of the Ministry as a whole through interviews with heads of functional areas;
- b. prepare a work plan for the consultancy based on this initial assessment which included technical assistance and training for all participating divisions and agencies;
- c. meet with the Ministry's Communications Committee and assist it in the development of Communications strategies to improve public outreach, public education internal communication and communication/coordination with other government entities;
- d. assist the Communications Committee in the development of ongoing communications policies, procedures and practices for the Ministry
- e. work with the Consumer affairs and GNBS staff to enhance their communications programmes and to improve their capability to conduct public surveys for the Ministry containing easy to use instructions for communications activities within the Ministry.
- f. provide training sessions for designated Ministry staff in the areas of developing communication strategies, message development, use of the media, conducting public surveys, developing print materials and managing communications campaigns.
- g. prepare a written Communications Guide for the MTTI containing easy-to use instructions for communications activities within the Ministry

1.3 Context

1.3.1 Regional and International Context

The constituencies outside of Guyana include the countries of the 14-member Caribbean Community and Common Market (CARICOM) and countries further afield. In the servicing of this constituency, the teamwork element becomes particularly relevant as in many cases the Ministry of Foreign Affairs is involved in the negotiations prior to and during project development and implementation

1.3.2 National Context

At the national level, polarised party politics and resource-challenged public information structures unable to perform tasks adequately, have led to a perception of Ministries as regulatory (as in limiting) only, rather than as centres for service, guidance and protection. These factors have limited the effectiveness of the MTTI insofar as it is not widely seen as the official focal point for planning of trade, tourism, and industrial activities and ventures. Rather, in the case of the MTTI; prior to praiseworthy communication and public information activities undertaken over the past year (1996-1997), it was seen quite often as part of whatever problem the citizen, manufacturer, exporter or investor was currently facing.

In general, publics may not understand clearly enough the relationship between the MTTI and its agencies and their daily lives and well-being. This is true not only at man-in the-street level but also at the level of some stakeholders. This was recognised and as part of the institutional capacity-building exercise in which BEEP supports the MTTI, the drafting of a communications strategy was identified by the staff as a first step towards improving the MTTI product; reaching out for new relationships and creating new perceptions among a diverse range of MTTI stakeholders

1.3.3. Project Context

IGI's role on this project is to serve as prime contractor and to provide assistance according to the following goal and purpose of the project:

The goal of the Building Equity & Economic Participation (BEEP) project is expanded economic opportunities for the urban and rural poor. Indicators of goal achievement include increased value of non-traditional exports, increased private sector contribution to GDP, increased private sector employment, increased access to consumer credit, and more equitable income distribution. The critical assumptions for goal achievement are: 1) the Government of Guyana will maintain its market-led economic policy framework over time; and 2) a sound and equitable policy and legal/regulatory/judicial (LRJ) environment and strengthened support services will combine to improve the business environment for all levels of entrepreneurs.

The purpose of the project is to strengthen the business environment in Guyana in order to bring about economic growth with equity. The business environment is defined as the macro-economic and fiscal

policies, and the legal/regulatory/judicial (LRJ) and institutional framework that govern all public and private sector investment activities.

At the end of the project, the following performance targets should be achieved:

- The Government of Guyana will have increased capacity to implement economic, financial and other business-related policy and regulatory reforms to produce greater growth with equity;
- The private sector will expand participation of urban and rural poor and exhibit broader-based, inclusive, articulate participation in national and sectoral policy and LRJ formulation and implementation processes; and
- Small, micro-, and non-traditional enterprises will have increased access to investment opportunities (e.g. increased skills, increased information, increased access to capital).

1.3.4 Institutional Context

The MTTI, after an internal evaluation and analysis of its functioning in the context of the national thrust and the mandate given it by the Cabinet, recognised the need to raise standards of service and performance and levels of awareness of its mandate, role and capacity among its stakeholders and partners.

Consequently it initiated the development of a strategic plan to promote and facilitate significant improvements in Ministry and Agency services. In establishing performance standards, it identified a vision with the following six values:

1. Being part of a visionary leadership of Guyana
2. A constant focus on constituency needs
3. Quality service
4. Team work
5. Effective management practices
6. A facilitating work environment

There is an urgent need for an Information and Communication Unit (ICU) to be established within the MTTI and its agencies, to provide a public relations service: a contact point for information, mass media, business and local (including rural) communities; thus addressing the problem of uncertainty as to roles, capabilities and focal points for service to publics and stakeholders.

There is an urgent need also, to build upon and where appropriate, redirect or refine some of the communications activities already underway, and to train MTTI and agency staff in communications.

Communication was recognised and highlighted by the management and staff of the MMTI, as a priority in both the September 1996 and the July 1997 Strategic Planning Retreats. This document outlines a draft Strategy which is in the context of the needs, Strategic Plan and work programme of the MTTI and its agencies.

This vision of the MTTI is not being pursued in isolation from other ministries and agencies of the Government. Rather, value # 4 above, Team Work, includes working closely with, and catering to, the needs and collaborative concerns of ministries, agencies, the private sector, national and foreign investors, the general public, and national NGOs

1.4 Perception and Scope Of Communication

In this draft strategy, Communication in the general context of the requirements of the MTTI, covers inter alia facilitating dialogue, advocacy, development of messages in print, audio visual, drama and interpersonal formats; networking, liaison with media, displays, and management of an Information and Communication Unit, which would include a central computerised data base for the MTTI and all its agencies etc.

This draft strategy recommends, however, an even broader perception of the role of communications in the MTTI to include:

- . Providing strategic guidance to the Ministry and its agencies as regards political and cultural sensitivity in the implementation of its Strategic Plan.
- . Advising the Ministry and its agencies on implications of unforeseen events, incidents, or constraints which could create a negative public image; or otherwise compromise it.
- . Analysing situations and conditions in the at National, regional or international environment; their potential impact on the work of the Ministry, its agencies and partners, and advising on courses of action.

1.5. Communications Objectives (Overall)

- 1.5.1 To develop within the MTTI the professional skills to enable it to serve as an authentic and accessible channel for nation-wide dissemination of data guidance and advice on issues of

consumer interest, concern, and protection. This would include ensuring public and partner access to MTTI and Agencies guidance and advice on minimum and acceptable standards of locally and foreign-manufactured consumer goods and storage, and imported items.

- 1.5.2 To develop and implement an integrated public education and communication programme, including seminars, conferences, lectures, media and print materials

1.6 Communications Objectives (Specific)

1. To improve inter Ministry and intra-Ministry communication
2. To ensure dialogue and information exchange among MTTI Staff and a diverse range of Stakeholders.
3. To support the research and international networking and promotional activities of the GNBS, GEPC and Go-Invest .
4. To convince investors that Guyana provides a good and secure investment climate
5. To attract and encourage other ministries, ad research institutions to collaborate with the MTTI
6. To help maintain mutually productive relationships with private sector agencies and with industry
7. To engender a feeling of pride among staff of the MTTI , consequently to create a positive climate inside the Ministry to facilitate efficient execute the mandate given it by Cabinet.
8. To convince a wide range of agencies, organisations, associations, groups, the wider Guyanese community, and Ministry staff that each has a stake in working towards an efficient and service-oriented MTTI .
9. To help staff of the MTTI headquarters and its agencies function as part of a productive team

1.7 Strategic Focus

Employment of a combination of development communication and media community techniques and activities, e.g. internal advocacy, community dialogue for public information, awareness, and support, and opinion-sampling (surveys) and response among stakeholders

2. ELABORATION OF STRATEGY BY STAKEHOLDER CATEGORY

Presented as Annex # 1

3. Work Plan

Presented as Annex # 2

4. COMMUNICATION GUIDELINES FOR 1997

Morale of the staff of the MTTI and Agencies is high and a spirit of teamwork and collaboration is being built. This will be maintained if the schedule of monthly review meetings, an integral part of the plan, is adhered to. Indeed, the Minister, TTI, in a feature address to the Second Strategic Planning Retreat on 6 July 1997, placed on record his support for the Plan and mandated the Permanent Secretary to ensure that the monthly review meetings are held.

However, Guyana is due to hold General Elections in 1997. As is to be expected, the political campaign will cover as many issues as possible in the society. Questions will be raised about areas under the MTTI mandate and accusations levelled. It is very likely that also that the print and electronic media will be used to vilify or certainly cast aspersions on the integrity of MTTI staff members and the Ministry in General. Questions of “discrimination” against Guyanese of one ethnic group or other could arise.

The MTTI is advised to avoid comment on any aspects of its existence during this period unless it is discussed exhaustively yet speedily; is the truth; represents the official position of the MTTI and is issued by the Minister, Permanent Secretary or Designated Spokesperson from the ICU.

5. SUSTAINABILITYTRAINING OF TRAINERS (TOT)

If the proposed communications and public information programme in the MTTI is to be effective and sustained, the Ministry and its agencies, in particular the Consumer Affairs Division and the GNBS need customised and on-the-job training in Communications. Out of this exercise would emerge staff members who show the attitude, aptitude, and talent to themselves become trainers in basic communications techniques. This capacity-building exercise should ideally be carried out while the momentum of the current strategic planning activities is still being felt.

6. PREREQUISITES AND ASSUMPTIONS

The recommendations made in this Draft Strategy are made on the assumptions that;

- there have been no significant changes in the Spirit of the Strategic Plans of the MTTI for 1996-1997 and 1997-1998;

- that the existing political will and support at the political and policy-making level of The Hon. Minister of Trade Tourism and Industry for the implementation of the Plan remains a given element of the Plan;
- that the Minister and Technical and Managerial Directorates of the Ministry remain committed to building and utilising an in-house capacity in the area of communication with its various internal, inter-Ministry, and external constituents and stakeholders over the next few years into the new millennium.

7. CONCLUSION.

This has been a most stimulating and informative assignment for the Communications Consultant, whose work experienced constraints, but no impediments nor frustrations. The portents for the success of the MTTI in building and utilising a communications capacity in-house, including its agencies, are good. As in all other areas of endeavour, competence will come with practice, exposure, and support.

8. ACKNOWLEDGEMENTS

The author acknowledges with gratitude the support and guidance of the Minister of Trade, Tourism, and Industry (MTTI), the Permanent Secretary, Deputy Permanent Secretary, Heads of Division and Directors of agencies, the staff of the Ministry and Agencies, the Project Officer, USAID, and staff of the BEEP co-ordination Centre in Georgetown. He acknowledges and appreciates deeply, the fact that despite this assignment being carried out at a time of many competing activities within the MTTI and its Agencies, all officials gave generously of their time and expertise to facilitate the communications elements of the Project.

It is his hope that this strategy and the contents of this report go some way towards being worthy of their time, effort, selflessness, and expertise.

9. ANNEXES

ELABORATION OF STRATEGY BY STAKEHOLDER CATEGORY

(Not necessarily in order of priority. Separate sections follow

Stakeholder # I

**Staff of The Ministry of Trade, Tourism, and Industry and MTTI agencies viz. Guyana National Bureau of Standards;
Guyana Export Promotion Council, and Guyana Office for Investment (Go-Invest)**

Overall Objective	To empower and encourage staff to function as stakeholders and advocates for the work of the MTTI
Specific Objective	<p>To Create a climate among staff of MTTI and Agencies which would result in pride in the work environment and enhanced quality of service through teamwork</p> <p>To engender a sense of ownership of and support for the MTTI and the public service it provides</p> <p>To encourage MTTI and Agency staff to become primary advocates for the Programme</p>
Needs	Information and sustained involvement of staff at all levels for participation in and advocacy for the Programme
Approach	<p>Encouragement and maintenance of dialogue; participation in decisions related to Ministry-wide activities; pursuance of the Strategic Plan; identifying training needs and opportunities.</p> <p>Career-path guidance and a Ministry-wide longer-term horizon for staff and assurance of a continuation of the team spirit. Providing mechanisms for feedback on staff issues</p>

Strategy Elements	<p>Constant consultation and greater involvement</p> <p>Use of the ICU as a research and development tool for Communication</p>
Implementation	<p>Short-term attachments (2-4 weeks) of staff between the MTTI and Agencies</p> <p>Inter-Ministry newsletter</p> <p>Training in interpersonal communication</p> <p>The ICU</p>
Evaluation Criteria	<p>Ability and willingness of staff to make a five minute presentation at the 1998 Staff Retreat advocating cooperation with the MTTI and agencies</p> <p>The ability by at least 70% of staff to make a presentation on the work, achievements, and constraints within six months of the adoption of this strategy and the implementation of the recommendations contained therein.</p> <p>Rapid response (maximum 10 working days) to concerns expressed in writing by staff members</p> <p>The willingness of staff members to be assigned duties in keeping with their aptitudes and capacities after consultation with the Human Resources Section</p>
Coordination	<p>PS, MTTI, supported by Directors of agencies and divisions</p>

2.2

Stakeholder # 2 **Other Ministries, and government agencies and Corporations**

Overall Objective	To develop and maintain a base of support for, and cooperation with, the MTTI at the legislative and policy-making levels
Specific Objective	To elicit and maintain maximum support for, and collaboration in the work of the MTTI among its governmental and quasi-government partners and counterpart Ministries
Needs	Regular exchange of current information of joint programmes and activities and the sharing of kudos (by the ICU) for work done by the MTTI
Approach	Liaison at policy-making (Ministerial) level and BI-monthly meetings of PSs of MTTI and its primary partner Ministries
Strategy Elements	Involvement of staff of these stakeholders in meetings, social events, and mass media initiatives of the MTTI and agencies, e.g. television and radio programmes and public presentations electronic information exchange and sharing between the MTTI and these stakeholders

Evaluation Criteria	<p>Over 60% positive responses from these stakeholders to requests from the MTTI and Agencies for cooperation, service or data within six months of the adoption and implementation of the Communication Strategy</p> <p>The hosting by the MTTI of at least one coordination meeting in relation to information and communication before the end of 1997 and the consequent development of at least one joint communications initiative before the end of the first quarter of 1998</p>
Coordination	PS, Chairman Communications Committee, Heads of Agencies and divisions- Coordinator, ICU

2.3

Stakeholder # 3: The Guyanese Public.

Overall Objective	To facilitate dialogue with, and access for the public to the services and data of the MTTI and Agencies
Specific Objective	<p>To create a confidence among Guyanese publics in the ability of the MTTI and Agencies to serve their needs and assuage their concerns</p> <p>To have the MTTI and Agencies perceived as authentic and authoritative sources of reference and representation on areas covered by the MTTI mandate from Cabinet</p>
Needs	Opportunities for the publics to interact with the MTTI and Agencies either directly or through national or special interest NGOs, e.g. The GCA, the TAG
Approach	<p>Advocacy with the publics through the mass media and their representative organizations. Dialogue, not defensiveness</p> <p>Outreach through mechanisms such as service organizations and community forums on issues of national concern falling under the ambit of the MTTI and its Agencies</p>
Strategy Elements	<p>The setting-up of an Information and Communication Unit (ICU) within the MTTI</p> <p>The sustainable development of a communications programme via the mass media</p> <p>The utilization of the Guyana education system and the CARICOM information networks and education curricula to facilitate the understanding of the nature and global interdependence of many of the trade-related issues</p>

Implementation	<p>Acquisition of modern computer equipment and establishing area networks within the MTTI and between the MTTI and major partners</p> <p>Training of ICU staff in public information and Communication including presentation and media liaison</p> <p>Training the Senior Officials of the MTTI and Agencies in media relations</p> <p>Radio and television PSAs, spots, and talk show opportunities</p> <p>Debates and essay competitions on aspects of MTTI and Agencies' activity</p>
Evaluation Criteria	<p>Within a year of the commencement of the public education campaign:</p> <p>Quality of essays among schools</p> <p>Quality of debates on MTTI and Agencies areas</p> <p>Requests for speakers or queries about the MTTI and agencies from stakeholders</p> <p>Ability of 50% of adults to say what the MTTI or any one of its agencies does and how it can help them.</p>
Coordination	PS, Communications Committee, ICU, Heads of Agencies

2.4

Stakeholder # 4: National NGOs; The Private Sector and private sector organisations

Overall Objective	To develop and maintain a collaborative relationship between the MTTI, primarily the Consumer Affairs Division (CAD) and the GNBS, and national NGOs concerned with consumer relations, education, protection and standardization
Specific Objective	To ensure consistency in the public education and communication activities and goals, and messages between the MTTI divisions and Agencies and various consumer groups and organisations Facilitate the communications elements of the establishment of a National Consumer Protection Advisory Board
Needs	Consultation and fence-mending where appropriate between the MTTI and stakeholders in the category
Approach	Acknowledgment of their expertise in their areas of competence A constant exchange of information between the MTTI and private sector organizations Sharing of technical and policy data regularly and routinely with the stakeholders in this category

Strategy Elements	<p>To host this category of stakeholder at fora organized by the MTTI.</p> <p>To arrange attachments for MTTI and Agency staff with private sector organizations or companies and industries, thereby forming the nucleus of a collaborative network for operational as well as public communication</p> <p>Offering opportunities to NGOs and Private Sector organizations to have their staff included in training opportunities in communication organized by the MTTI.</p>
Implementation	<p>Joint Communiqués, and interaction with the mass media</p> <p>Joint participation on public information panels and talk-shows</p> <p>Exchange and discussion of communication material</p> <p>Provision by the MTTI of a direct line to key staff of the Ministry for liaison and trouble-shooting</p> <p>Training in advocacy for the MTTI and Agencies' staff</p> <p>Sharing information material and progress reports e.g. elements of the Strategic Plan</p> <p>Contributing audio-visual and other communication material to newsletters of the private sector organizations</p>
Evaluation Criteria	<p>Number of inquiries and requests for information received from this category of stakeholder;</p> <p>Level of participation by the private sector and NGOs in activities organized by the MTTI</p> <p>Degree of reduction of reports in the mass media on disagreements between the MTTI and the private sector and a concomitant increase in dialogue</p>
Coordination	PS, Communications Committee, ICU, Heads of Agencies, Heads of Divisions

Stakeholder # 5:
Regional and International Trade and Development Institutions.

Overall Objective	To develop and sustain links at regional and international level to keep abreast of trends and imperatives in relation to globalization
Specific Objective	To support and function as the operational Ministry of the Government of Guyana (GoG) in relation to trade and investment agreements at regional level as in the CARICOM Single Market and Economy and international agreements and conventions e.g. EU/ACP
Needs	<p>Up-to-date tools of communication, including subscription to the Internet and the design and maintenance of an MTTI and Agencies' web page</p> <p>Subscription to international data bases, e.g. CARICOM, UNCTAD, WTO, OAS IDB, NAFTA, CDB, ACS</p> <p>Current data on status of international conventions, agreements, conduct and track record of multi-national or foreign investors as a guide to Guyana's negotiating posture</p> <p>Training for staff on the use of the computerized communication equipment including contributing Guyana-generated data into the system</p>
Approach	Networking internally within the MTTI and Agencies; externally with Guyana-based stakeholders and, regionally with the stakeholders covered in this category
Strategy Elements	<p>Representation of the MTTI and Agencies in regional and international fora</p> <p>Alternatively, a thorough written briefing for the MTTI from the Ministry which represented Guyana at the forum</p>

Implementation	<p>Networking via the Internet and broadcast communication by e-mail</p> <p>Communicating MTTI and Agencies-related material globally through the Guyana diplomatic Missions abroad</p> <p>Regular interaction with the Information and Communications and Trade and Economic Cooperation Divisions of CARICOM</p>
Evaluation Criteria	<p>Level of technical support received relative to Advocacy and Communications initiatives undertaken by the MTTI</p> <p>Quality of data accessed or received relative to the needs of the MTTI and Agencies</p>
Coordination	PS, DPS, Directors of Divisions and Agencies, ICU

2.6

Stakeholder # 6:
Manufacturers, Importers and Exporters

Overall Objective	Maintenance of a collaborative relationship between the MTTI and agencies and this category of stakeholder
Specific Objective	To have the MTTI perceived and function as the authentic source of information, guidance and facilitation on issues of industry, trade and international standards of quality of consumer goods
Needs	Sharing of information and data: joint consultation
Approach	A collegial and symbiotic relationship; information sharing ; advocacy and facilitation
Strategy Elements	<p>To provide information and communication materials to this category of stakeholder and where required to provide assistance, expertise or speakers at public fora organized by Manufacturers, Importers, and Exporters,</p> <p>To intercede and where appropriate, mediate in cases of disaffection or consumer dissatisfaction with quality of service or products of stakeholders in this category</p> <p>Participation in events hosted by the Manufacturers, Importers, and Exporters and providing a national policy perspective.</p>

Implementation	<p>Organizing and hosting of regular meetings between the MTTI and Agencies and Manufacturers, Importers, and Exporters</p> <p>Ensuring prompt responses to correspondence or other types of communication from this stakeholder</p> <p>Joint production of communication and public information material on Trade, Tourism, Industrial development and facilitation of access by the category of stakeholder to data on joint-venture funding and investment opportunities</p>
Evaluation Criteria	<p>Percentage increase in number of invitations to the MTTI and Agencies from these stakeholders to participate in activities organized by the private sector</p> <p>Percentage increase in number and type of requests received from these for data or official intervention with other government Ministries and departments</p>
Coordination	PS, ICU , Agencies

2.7

Stakeholder # 7:
National Mass Media

Overall Objective	To gain credibility with the national mass media and consequently balanced coverage of issues related to the MTTI and its agencies
Specific Objective	To reach as wide as possible a range of mass media audiences with MTTI-related information and assistance
Needs	<p>Access by the mass media to the MTTI and its agencies as easily as possible</p> <p>Current information material and access to statistics and senior personnel of the MTTI and Agencies</p> <p>Where possible, assistance to mass media practitioners (the press) for coverage of events organized by or related to the MTTI and Agencies</p>
Approach	<p>Provision of information; access and eliciting feedback</p> <p>Convincing the mass media that an MTTI perspective is always available, hence there is no need to go to press on an issue involving the MTTI without seeking a comment</p> <p>Interaction for orientation and accuracy</p>
Strategy Elements	<p>To empower the mass media in its coverage of MTTI issues</p> <p>To utilize the mass media as a relatively inexpensive and effective channel for dialogue on MTTI issues and</p>
Implementation	<p>Development and adoption of a simple but clear media policy</p> <p>Hosting press conferences (on major issues only)</p> <p>Advocacy opportunities with media managers</p>

Evaluation Criteria	Number of press releases in relation to those issued by the MTTI
	Number of media agencies sending representatives to MTTI or agencies' press briefings relatives to invitations issued
	Amount and range of information material and data on MTTI and Agencies requested by the mass media
	Number of individuals, agencies or stakeholders interacting with or requesting the assistance of the ICU annually
Coordination	PS, Communications Committee, ICU, Heads of Agencies

Annex # 2: Work Plan

The entire work plan is based on the Assumption that in keeping with the traditions and practice of the Guyana Civil Service, of which the MTTI is a part, All activities are ultimately the responsibility of the Permanent Secretary or officer designated in his/her stead. However, in cases where the PS is listed as one of the officers responsible, it should be taken as guidance that the PS must be involved in the particular action because of its inter-ministry character or the potential sensitivity of the activity

Timetable

Objectives	Tasks	Officer(s)/ Agency Responsible	1997 4 th Q	1998 1st Q	1998 2nd Q	1998 3rd Q	1998 4 th Q
To engender a sense of ownership of and support for the MTTI and the public service it provides To encourage MTTI and Agency staff to become primary advocates for the Programme	Establishment of an ICU with support from the Communications Committee	PS/Coord. ICU	***				
	Specialised in-house training for ICU staff and Communications Committee	BEEP LOE 20 Days	***				
	Production of a Newsletter	ICU		***	***	***	***
	Involvement of Staff in production of media products	Coord. ICU			***	***	***
	Procurement of audio-visual production equipment	MTTI/BEEP					

Objectives	Tasks	Officer(s)/ Agency Responsible	1997 4 th Q	1998 1st Q	1998 2nd Q	1998 3rd Q	1998 4 th Q
To develop and maintain support for, and cooperation with, the MTTI at the legislative and policy-making levels	Sharing of Public information opportunities:	PS, Chairman , CC, ICU	***	***	***	***	***
	Sharing of information through e-mail and other rapid communication channels;			***	***	***	***
	Involving staff of other Ministries as ad hoc members of the MTTI Communications Committee;			***	***	***	***
	Inviting other Ministries on an ad hoc basis to participate in Monthly reviews of Strategic Plan			***	***	***	***
	Involvement of staff of other Ministries in communication training opportunities organized by the MTTI			***	***	***	***
	Sharing of kudos			***	***	***	***

Objectives	Tasks	Officer(s)/ Agency Responsible	1997 4 th Q	1998 1st Q	1998 2nd Q	1998 3rd Q	1998 4 th Q
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<p>To create a confidence among Guyanese publics in the ability of the MTTI and Agencies to serve their needs and assuage their concerns</p> <p>To have the MTTI and Agencies perceived as authentic and authoritative sources of reference and representation on areas covered by the MTTI mandate from Cabinet</p>	<p>The setting-up of THE Information and Communication Unit (ICU)</p>	ICU	***	***	***	***	***
	<p>The sustainable development of a communications programme via the mass media</p>						
	<p>The utilization of the Guyana education system and the CARICOM information networks and education curricula to facilitate the understanding of the global interdependence of trade-related issues</p>	PS, CC, ICU, MoE, CARICOM	***	***	***	***	***
	<p>Acquisition of modern computer equipment and establishing area networks within the MTTI and between the MTTI and major partners</p>	BEEP, MTTI	***	***	***	***	***
	<p>Training of ICU staff in public information and Communication including presentation and media liaison</p>	BEEP, MTTI LOE 15 days	***			***	
	<p>Training the Senior Officials of the MTTI and Agencies in media relations</p>	BEEP, MTTI		***			
	<p>Production of Radio and television PSAs, spots, and talk show opportunities</p>	ICU, CC	***	***	***	***	***
	<p>Organizing debates and essay competitions on aspects of MTTI and Agencies' activity</p>	ICU,CC, MoE			***		
	<p>Design and testing of mass media materials for public Information and promotion primarily in the area to tourism development</p>	BEEP, MTTI-DT	***		***		
	<p>Production of mass media materials for public Information and promotion primarily in the area to tourism development</p>	BEEP,MTTI -DT		***	***		

<p>A collaborative relationship between the MTTI, primarily the CAD and the GNBS, and national NGOs concerned with consumer relations, education, protection and standardization</p> <p>To ensure uniformity in the public education activities, goals, and messages between the MTTI divisions and Agencies and consumer NGOs</p>	Joint Communiqués, and interaction with the mass media; joint participation on public information panels and talk-shows	ICU, CC		***	***	***	***
	Exchange and joint design of communication material	ICU		***	***	***	***
	Training in advocacy for the MTTI and Agencies' staff	BEEP		***			
	Sharing information material and progress reports e.g. elements of the Strategic Plan	LOE 25 Days		***	***	***	***
	Contributing audio-visual and other communication material to media products of the private sector organizations	PS, ICU					
	Organizing and hosting of regular meetings between the MTTI and Agencies and Manufacturers, Importers, and Exporters	ICU		***	***	***	***
	Ensuring prompt responses to correspondence or other types of communication from this stakeholder						
	Joint production of communication and public information material on Trade, Tourism, Industrial development and facilitation of access by the category of stakeholder to data on joint-venture funding and investment opportunities						

Objectives	Tasks	Officer(s)/ Agency Responsible	1997 4 th Q	1998 1st Q	1998 2nd Q	1998 3rd Q	1998 4 th Q
<p>To develop and sustain links at regional and international level to keep abreast of trends and imperatives in relation to globalization</p> <p>To support and function as the operational Ministry of the Government of Guyana (GoG) in relation to trade and investment agreements at regional level as in the CARICOM Single Market and Economy and international agreements and conventions e.g. EU</p>	Subscription to the Internet and the design and maintenance of an MTI and Agencies' web page	BEEP, MTI	***	***	***	***	***
	Subscription to international data bases, e.g. CARICOM, UNCTAD, WTO, OAS IDB, NAFTA, CDB, ACS	PS,ICU	***	***	***	***	***
	Maintaining current data on status of international conventions, agreements, conduct and track record of multi-national or foreign investors as a guide to Guyana's negotiating posture	ICU	***	***	***	***	***
	Training for staff on the use of the computerized communication equipment including contributing Guyana-generated data into the system	BEEP	***				
		LOE 25 days					

Objectives	Tasks	Officer(s)/ Agency Responsible	1997 4 th Q	1998 1st Q	1998 2nd Q	1998 3rd Q	1998 4 th Q
<p>To gain credibility with the national mass media and consequently balanced coverage of issues related to the MTTI and its agencies</p> <p>To reach as wide as possible a range of mass media audiences with MTTI-related information and assistance</p>	MTTI hosting periodic press briefings	ICU, CC		***	***	***	***
	MTTI providing and facilitating mass media access to relevant data and officials	ICU		***	***	***	***
	MTTI providing responses to queries raised via the media	PS, ICU, CC		***	***	***	***
	MTTI according equal treatment and level of service to all mass media agencies and organisations, national, regional or international.	ICU		***	***	***	***
	Liaison in mass media-related activities with the Ministry of Information and the Office of The President	PS, ICU		***	***	***	***

ANNEX # 3

EQUIPMENT/ PRODUCTION BUDGET

	US\$
3x 26 inch Television sets	2,400
Multi-system (PAL; SECAM;NTSC 3.58& 4.43)	
120-240 volts, 50/60 Hz	
3x Videocassette recorder	2,400
Multi-system VCR (PAL; SECAM;NTSC 3.58& 4.43)	
120-240 volts, 50/60 Hz	
3x Professional audiocassette recorder	750
2x 35mm SLR camera w/ built-in flash & carrying case	300
1 Photocopier	1,000
1 Professional Hi-8 Video Recorder & accessories	1,000
1 Portable generator (500w.) <i>for field work</i>	700
* Production/Editing costs for audio-visual promotional material	20,000
* Broadcast costs	10,000
Total	38,550

*** = for last quarter of 1997 and four quarters of 1998. An option would be to deal with the procurement of equipment separately.**

ANNEX # 4

DRAFT COMMUNICATION (MASS MEDIA) POLICY

Following is a draft Communication (Mass Media) Policy along the lines which this Consultant recommends as part of the communication strategy for the MTTI.

Text:

Acknowledging the influential role of Mass Media generally and its significantly increased access to the public, disadvantaged and aggrieved;

cognisant of the fact that the vast majority of the public receives information from and forms opinion based upon products of mass media;

aware of the power and increased influence of the mass media in this era of donor-driven insistence on globalization, democracy and good governance

aware of Guyana's sponsorship of, and support for current, political, trade and mass media links with Caribbean countries, and its hosting the headquarters of the Caribbean Community and Common Market (CARICOM)

recognising that international media in relation to coverage of development activities funded by their governments, foundations and other institutions, invariably influence opinions of policy makers in their countries and as such are almost extensions of their countries' foreign policies;

conscious of the fact that positive development-oriented stories and features require major advocacy to compete with hard news, current affairs, and sport in the mass media.

understanding fully that the role of the mass media is to probe, reveal, question, challenge, and monitor, while the role of corporate or development communication agents is to strive for public acceptance and support of the corporate or development activity; in the mass media and society in general;

the Ministry of Trade, Tourism, and Industry including its Agencies; the Guyana National Bureau of

Standards, the Guyana Office for Investment (Go-Invest,) and the Guyana Export Promotion Council is committed to collaboration, co-operation and candour in its relations with the national, regional and international mass media.

In furtherance of this the MTTI will compile, maintain and constantly update a list of media officials, reporters, correspondents and stringers in Guyana, the countries of the CARICOM region, other countries neighbouring Guyana, and international media practitioners and organisations with an interest in issues of International Trade, Consumer Affairs and Investment

The MTTI, primarily through its Information and Communication Unit, is committed to responding to queries within 48 hours. In the event that it is not possible to provide a comprehensive response to the query within 48 hours an acknowledgement will be provided within that time, with indications as to the time a comprehensive response could be expected.

The ICU will facilitate access of journalists and other media practitioners to MTTI officials, projects facilities, and where requested, the relevant stakeholders. In the event of inaccurate or negative press coverage the MTTI, through its ICU will respond providing factual detail without confrontation, rancour, or recrimination, and will wherever possible hold discussions with the journalist, contributors, or editors to provide the Government of Guyana (MTTI) version as well as inviting the media organisation or the journalist to visit with the Ministry for an examination of the issue.

The MTTI through its ICU, and in Collaboration with the Guyana Ministry of Information, will maintain close working links with the Information and Communication divisions of the Commonwealth Secretariat, CARICOM Secretariat, the electronic and print media in Guyana and the Caribbean region primarily but not exclusively through the Caribbean Broadcasting Union (CBU) and the Caribbean News Agency (CANA). Through CANA and the diplomatic missions, the MTTI will inform Guyana Nationals in North America and Europe, products of an ongoing Diaspora and a growing political force in the United Kingdom, Canada and the United States.

The MTTI, in furtherance of this policy will endeavour to maintain a range of audio-visual products with

current information to be made available on loan to media organisations. Among these products are slides, audio and video-taped material and information kits with printed material. The MTTI will contribute articles to national, regional and international publications, and speakers, on its work and mandate as required.

The MTTI will facilitate and encourage training attachments for development communication students or practitioners from collaborating institutions such as the communication programme of the University of Guyana, the Caribbean Institute of Mass Communication (CARIMAC), the Caribbean Conference of Churches and Institutions further afield.

This policy will be monitored and guided by the Communications Committee of the MTTI chaired by the Deputy Permanent Secretary and comprising staff of the Ministry and Agencies.

Document # 4

Building Equity and Economic Participation (BEEP) Project Guyana

Assistance to develop a communications strategy for the Ministry of Trade, Tourism, and Industry (MTTI) and its divisions and agencies, with special focus on assistance to the Consumer Affairs/Guyana National Bureau of Standards (GNBS) public outreach campaign

COMMUNICATIONS GUIDE for Staff of the **MINISTRY OF TRADE, TOURISM, AND INDUSTRY**

*USAID/Guyana Building Equity and Economic Participation Project (BEEP)
Project (contract #504-0107-C-00-6201-00).:*

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11 October 1997

This Communications Guide was prepared by
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for the BEEP Project under contract # *504-0107-C-00-6201-00*
in his contractual capacity of Communications Consultant.

The period of the Consultancy was 12 June - 11 July 1997

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1. FOREWORD

This is intended as a quick reference guide for the Staff of the MTTI and agencies, who at Annual Strategic Planning Retreats, in 1996 and 1997, have identified communications as a common or cross-cutting area in all of their official activities.

It is not a substitute for formal training in communications; rather a primer containing guidelines which could help improve internal communications in the MTTI and its agencies and avoid communications-related pitfalls so common in corporate settings where these skills are as yet rudimentary.

Communication in the context of these Guidelines, covers inter alia Advocacy, Planning, Participation, Facilitation, Dialogue, Networking, and management of an Information and Communication Unit in the MTTI. It covers also, foreseeing potential areas of difficulty due to gaps in communication and providing strategic guidance to the Ministry as regards management and staff motivation in the MTTI.

II. SUMMARY OF GUIDELINES

Guideline # 1: Initiate a regime of Monday morning briefings of staff; Director level and above

Guideline # 2: Prioritise simplicity over officialese

Guideline # 3: Simplify Mission Statement

Guideline # 4: Specify maximum reaction and action times for internal memoranda

Guideline # 5: Acknowledge publicly, Ministry-wide effort as well as individual effort and achievement

Guideline # 6: Share kudos Ministry- and agency-wide, and with other parts of the Public Service

Guideline # 7: Maintain lines of communication open with the Public Service Ministry and Public Service Commission on issues of staff establishment

Guideline # 8: Communicate Understanding of roles and interdependence

- Guideline # 9: Seek constantly feedback from stakeholders on service provided by the MTTI***
- Guideline # 10: Put in place a system of attachments for MTTI staff between divisions and agencies***
- Guideline # 11: Explain reasons for or discuss changes in implementation if Strategic Plan.***
- Guideline # 12: Train trainers in communication to build in-house capacity***
- Guideline # 13: Determine personal career agenda of Staff member and match with Ministry's agenda.***
- Guideline # 14: Involve all staff members in Planning Retreats.***

1. INTERNAL COMMUNICATIONS GUIDELINES FOR MTTI AND AGENCIES

Guideline # 1: Initiate a regime of Monday morning briefings of staff; Director level and above

Objective: To improve in-house communication flow within the MTTI

Current Status:

Staff not informed on issues of day-to-day implementation and policy-related issues; e.g. activities of the Minister, save via the mass media. This results in a feeling of alienation among MTTI staff and jeopardises chances of building team spirit. There is no place where an MTTI Staff member can go within the MTTI to find out what is happening throughout the Ministry and agencies.

1.1 MEETING FORMAT

Duration: 30' 00" (half an hour) maximum

Chaired by: Permanent Secretary (PS) or Deputy Permanent Secretary (DPS)

Attended by: Hon. Minister
Principal Assistant Secretary (PAS, Admin.)
Director, Consumer Affairs Division (CAD)
Director, Division of Tourism (DoT)
Director, Division of Industrial Development (DID)
Director, Guyana National Bureau of Standards (GNBS)
Director, Guyana office for Investment (Go-Invest)
Director, Guyana Export Promotion Council (GEPC)
Communications Co-ordinator. Information and Communication Unit (ICU)

The occasion would be a briefing only on subjects like:

- *Plans for MTTI and agencies for the week,*
presented by PS, DPS, MTTI Headquarters Directors; Directors by Agency in turn

- *Meetings or negotiations internal or external to the MTTI*
- *Background to the Meeting and current status*
- *MTTI Officer(s) attending the meeting*
- *Which other agencies or ministries are attending*
- *Implications for the MTTI*
- *Staff Issues, e.g. Staff on vacation, sick leave, transfers, new staff, staff facing difficulties etc. charges, unusual incidents in the Ministry, etc.*

Communications Co-ordinator on:

- *Communication programmes and media coverage issues.*

1.2 FOLLOW-UP AND DISSEMINATION

Immediately after the briefing, the Communications Co-ordinator would produce an information bulletin for clearance by the Chairman. The bulletin would be no more than two pages long. The CC would send a copy by e-mail to the MTTI agencies and place copies on notice-boards in the lobby of the MTTI and on each of the three floors. This copy should be sent by e-mail as the product of the transmitted file is much cleaner than that of a telefax transmission. A copy should be sent also to the Office of the President for information only. The bulletin should be on display at these locations by midday of each Monday.

The next week's meeting and bulletin would report on the activities and achievements of the previous week as well as the activities planned for the week

Guideline # 2: Prioritise simplicity over officialese

Objective: **To simplify communication within the MTTI**

Current Status: **MTTI has inherited a stilted style of written communication**

Ignore stilted form; part of the civil service style of writing which makes written communication heavy and passive.

Examples:

Replace with

In case of

if

For the purpose of

to, for

In reference to

about

A cheque in the amount of \$30.00 is enclosed

A \$30.00 dollar cheque is enclosed

Please endeavour to continue to perform the above-mentioned functions in the prescribed manner

You're doing a good job, Keep it up!

Recommendation:

Write simply and clearly

Guideline # 3: Simplify Mission Statement

Objective: **To communicate the MTTI mission as simply as possible to as wide as possible an audience**

Current Mission Statement:

To formulate and provide an effective mechanism for the implementation, evaluation, and improvement of policies, the aim of which will be to facilitate economic and social improvements through co-ordinated actions in the areas of trade and trade liberalisation, tourism, industrial development, and consumer affairs.

The Statement above, while containing the elements recommended at the First Staff Retreat, may be edited to read as below:

To improve the socio-economic conditions of Guyanese, through service, setting and co-ordinating national policy and activities related to trade, tourism, industrial development, and consumer affairs.

Recommendation:

Consider simplifying the mission statement

Guideline # 4: **Specify maximum reaction and action times for internal memoranda**

Objective: To enable the Ministry and agencies to communicate and act more efficiently in their role as public service providers.

Current Status:

Absence of guidelines for the rate of circulation of inter-Division and inter-agency correspondence; resulting in delays in action

Recommendation:

Specify a time for a reaction to, or action on, correspondence and copy all memos etc. to at least one other officer.

Guideline # 5: Acknowledge publicly, Ministry-wide effort as well as individual effort and achievement

Objective: To raise the level of service to stakeholders by encouraging and rewarding initiative.

Current Status

It is not the current practice to acknowledge or reward publicly, staff efforts. Indeed, it appears that no mechanism exists in the system. While a Director or supervisor may acknowledge the staff effort, there is no Ministry-wide forum for evaluating the recommendations for expressions of appreciation on a case by case basis and *against established criteria*.

Recommendation:

The Communications Committee should be assigned the responsibility to design a system for consideration by the monthly meeting of the Strategic Planning Review.

Guideline # 6: Share kudos Ministry- and agency-wide, and with other parts of the Public Service

Objective: To foster and maintain team spirit and better serve the public and external stakeholders.

Current Status:

There is no conscious effort to do this, nor is there the mechanism.

Recommendation:

This is the type of activity or responsibility of the ICU, which would identify the need or opportunity and advise the PS on the means of acknowledgement, e.g. letter, mass media interview, MTTI newsletter etc..

Guideline # 7: Maintain lines of communication open with the Public Service Ministry and Public Service Commission on issues of staff establishment

Objective: To set realistic goals for productivity and avoid the impression of insensitivity on the part of MTTI management towards staff workload.

Current Status:

The staff at the MTTI number 50. The Public Service Review of 1991 done by the firm, Peat Marwick International, recommended a staff establishment of just over 90 for the MTTI. The MTTI is therefore operating at about a 55% strength in terms of human resources; yet doing a creditable job.

Recommendation:

Advocate with the Public Service Ministry for at least a part of the recommended increase in staff.

Guideline # 8: Communicate Understanding of roles and interdependence

Objective:

To establish and maintain clear lines of communication among staff and an awareness among all staff of the roles of each division and section of the Ministry.

Current Status

Staff training programmes do not prioritise and test knowledge of the functions and mandates of all sections of the Ministry. The average staff member is unable to state cogently what another division does and how it relates to his/her own function.

Recommendation:

The ICU, supported by the Communications Committee, must produce briefs on the Ministry, and its divisions, for distribution to staff of MTTI; and Public Service-wide. This should include a list of focal points and their telephone numbers. The material should be used also by the Human Resources Unit for staff training and orientation of new staff.

Guideline # 9: Seek constantly feedback from stakeholders on service provided by the MTTI

Objective:

To maintain current data of MTTI stakeholders; their needs, and reactions to the service provided by the Ministry with a view to providing the best possible service..

Current Status

Feedback mechanisms are inadequate and need to be custom-designed for each stakeholder or category of stakeholders. Current feedback is sporadic; at times reflecting dissatisfaction with the MTTI, and consequently eliciting a reactive response to the feedback.

Recommendation:

Mandate the ICU to interact with the stakeholders for official as well as informal feedback.

Guideline # 10: Put in place a system of attachments for MTTI staff between divisions and agencies

Objective:

As at Guideline # 8, “To establish and maintain clear lines of communication among staff and an awareness among all staff of the roles of each division and section of the Ministry.”

Current Status:

Minimal appreciation among staff of the functions, and constraints facing divisions other than their own.

Recommendation:

Minister to authorise PS to initiate the system of attachments on a trial basis during the current planning cycle, 1997-1998, until the next Planning Retreat.

Guideline # 11: Explain reasons for or discuss changes in implementation if Strategic Plan.

Objective:

To maintain transparency and participation in the implementation of the MTTI strategic plan

Current Status

The schedule of monthly meetings on the management and implementation of the strategic plan was not kept during the period 1996-1997. However the Second Strategic Planning Meeting, 4-6 July, 1997, agreed that the Ministry would adhere to the schedule in 1997 and 1998. In an address to staff during the 1997 Retreat, 6 July, Minister of Trade, Tourism, and Industry, Mr. Michael Shree Chan, instructed also that the meetings be held monthly. This would be the ideal forum to explain to staff any aspects of implementation.

Recommendation:

Utilise the monthly meetings for all communication on the Strategic Plan.

Guideline # 12: Train trainers in communication to build in-house capacity

Objective:

To develop and maintain a communications training capacity in the MTTI

Current Status

Communications is a new area of consciousness in the MTTI programme. Consequently it is guided by external experts. It is important to identify potential trainers in the Ministry and train them to build in-house capacity and reduce the total dependence on external expertise.

Recommendation:

Utilise BEEP expertise and MTTI management guidance to identify and train trainers in the MTTI, and after the capacity is built, utilise external consultants for monitoring, evaluation, and upgrading of skills.

Guideline # 13: Determine personal career agenda of Staff member and match with Ministry's agenda.

Objective:

To maximise contribution and participation of staff in the execution of the MTTI mandate.

Current Status

For reasons common to the Guyana Public Service as a whole, primarily in relation to remuneration and emoluments (salary and perks), staff are hard put to see the MTTI as a career terms. This is a constraint to participation.

Recommendations:

The PAS (Admin.) and his unit, and Directors of Divisions, should meet with staff individually to determine their career interests and goals, and determine how far the MTTI could go in meeting those goals. Ideally this should be done in the current implementation Year, 1997-1998.

Guideline # 14: Involve all staff members in Planning Retreats.

Objective:

The achieve maximum staff participation and input in the strategic planning process.

Current Status:

Staff who were not assigned to attend the Second Strategic Planning Retreat do not feel part of the process. The MTTI is at risk of losing their enthusiasm.

Recommendation:

That the PS and directors schedule a meeting to brief staff who were not included in the Retreats, and to elicit and incorporate their views into the plan.

2. Recapitulation of Guidelines with emphasis on Action.

- Guideline # 1: Initiate a regime of Monday morning briefings of staff; Director level and above*
- Guideline # 2: Prioritise simplicity over officialese*
- Guideline # 3: Simplify Mission Statement*
- Guideline # 4: Specify maximum reaction and action times for internal memoranda*
- Guideline # 5: Acknowledge publicly, Ministry-wide effort as well as individual effort and achievement*
- Guideline # 6: Share kudos Ministry- and agency-wide, and with other parts of the Public Service*
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Guideline # 13: Determine personal career agenda of Staff member and match with Ministry's agenda.

Guideline # 14: Involve all staff members in Planning Retreats.

3. POSTSCRIPT

This is not an exhaustive list. The MTTI will add to, or refine, it based on the demands of the implementation and further planning phases.

**Building Equity and Economic Participation (BEEP) Project
Guyana**

Assistance to develop a communications strategy for the Ministry of Trade, Tourism, and Industry (MTTI) and its divisions and agencies, with special focus on assistance to the Consumer Affairs/Guyana National Bureau of Standards (GNBS) public outreach campaign

END-OF-CONSULTANCY COMMUNICATIONS REPORT AND DRAFT STRATEGY

**RECOMMENDATIONS
BY
TABULAR ACTION PLAN**

*USAID/Guyana Building Equity and Economic Participation Project (BEEP)
Project (contract #504-0107-C-00-6201-00)*

**Carlton A. W. James
Communications Consultant
Georgetown, Guyana
11 October 1997**

ACRONYMS AND ABBREVIATIONS.

ag.	acting
BEEP	Building Equity and Economic Participation
CAD	Consumer Affairs Division of the Ministry of Trade, T&
CARICOM	Caribbean Community and Common Market
CC	Communications Committee, MTTI
CU	Communications Unit Of the GNBS
DPS	Deputy Permanent Secretary
GCA	Guyana Consumers' Association
GMA	Guyana Manufacturers Association
ICU	Information and Communication Unit <i>of the MTTI</i>
IGI	IGI International Inc.
LAN	Local Area Network <i>through computers</i>
LRJ	legal/regulatory/judicial
MoE	Ministry of Education
MoF	Ministry of Finance
NGO(s)	Non-governmental Organisation(s)
PAS	Principal Assistant Secretary
PC	Personal Computer
PS	Permanent Secretary
PSA(s)	Public Service Announcement(s)
TAB	Tourism Advisory Board
TAG	Tourism Association of Guyana
TAP	Tabular Action Plan <i>for communications recommendations</i>
TIC	Trade, Industry, and Consumer Affairs
TTI	Trade, Tourism, and Industry
TOR	Terms of Reference

**MINISTRY OF TRADE, TOURISM, AND INDUSTRY
COMMUNICATIONS REPORT AND DRAFT STRATEGY**

RECOMMENDATIONS BY TABULAR ACTION PLAN (TAP)

TASKS	RESOURCES NEEDED	POSSIBLE SOURCE	FIRST STEP TO IMPLEMENTATION	COST OF FAILURE TO IMPLEMENT
Verification of, and response to, BEEP consultant's report by MTTI	N/A	N/A	PS to arrange circulation of reports and meeting ideally within a week of receipt of reports in MTTI	Missed opportunity to develop capacity. Potential danger of MTTI being embarrassed at national level on Trade, Industry and Consumer issues
Implementation of recommendations accepted (general)	N/A	N/A	Signatures of Minister, MTTI	Loss of momentum, enthusiasm, team-spirit, sense of direction as per Strategic Plan
Establishment of an ICU	No new staff. Redeployment of Staff. Reallocation of assignments	MTTI and agencies	Approval of Minister	Lack of a capacity for internal communication and information flow and vulnerability of the MTTI to a liberalized mass media
Restructuring of Communications Committee	none additional	MTTI and agencies/technical advice of BEEP	Minister for policy clearance: PS /Agency Directors for implementation	Continuation of the non-starter character of its first year of existence.
Follow up detailed Communications Training primarily for CAD, 20-35 days LOE.	Assignment of Staff to training exerciser. MTTI contribution of audio-visual training aids and transport for staff	BEEP	Minister for policy clearance and signature: PS /Agency Directors for implementation	Lack of adequate communications support to the execution of the MTTI mandate. Public and stakeholder disaffection with the MTTI and agencies
Production of MTTI bi-monthly newsletter (six times per year)	Computer equipment, staff, internal printing facilities,	MTTI, Consultants, (possibly BEEP)	Allocation of duties to nucleus of ICU (and later Trained ICU) by PS	Continued gap in MTTI internal Communication

TASKS	RESOURCES NEEDED	POSSIBLE SOURCE	FIRST STEP TO IMPLEMENTATION	COST OF FAILURE TO IMPLEMENT
Production of Monthly weekly fifteen minute radio programme to serve MTTI HQ and all Agencies	Audio recording equipment, Annex 8.3 of Draft Communication Strategy	MTTI/BEEP	Acceptance and approval by Minister. Consequent instructions by PS	Loss of momentum and national audiences built up by earlier ad-hoc radio broadcasts
Production and distribution by e-mail of daily information updates Ministry-wide	High-quality multi-media PCs and an LAN	Already supplied by BEEP; to be installed	Installation	Continued compartmentalization of information; alienation of staff
GNBS				
Upgrade Communication unit to three (3) members	1. Communication s Officer 2. Technical Editor 3. PR Officer	1. Post already advertised 2. Redeploy-ment within GNBS 3. In place	Action by Director GNBS Action by Director GNBS Action by Director GNBS	Lack of capacity to service communication-related tasks, e.g. metrication campaign 2000, and Standards certification.
Ad-hoc support to MTTI's ICU by GNBS CU on time percentage basis	Any CU member as above	GNBS	Action by Director GNBS	Inadequate collaboration between two MTTI units with most visible and most sensitive service mandate

TASKS	RESOURCES NEEDED	POSSIBLE SOURCE	FIRST STEP TO IMPLEMENTATION	COST OF FAILURE TO IMPLEMENT
GNBS Outreach within Guyana	frequent field travel by 3-member CU	GNBS	Action by Director GNBS	Falling short of targets at national level set for the GNBS
Follow up detailed Communications Training for GNBS, 25 days.	Assignment of Staff to training exercises. GNBS contribution of audio-visual training aids and transport for staff	GNBS/BEEP	Minister for policy clearance and signature: Director, GNBS for implementation	Lack of adequate communications capacity for outreach needs and Goals to the Year 2000